



**USAID**  
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**JORDAN**

# NGOs & CBOs EFFORTS ON SOCIAL MARKETING, OUTREACH & COMMUNICATION.

PUBLIC ACTION FOR WATER, ENERGY AND ENVIRONMENT PROJECT  
PROSPERITY, LIVELIHOODS AND CONSERVING ECOSYSTEMS (PLACE) IQC TASK ORDER #5

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# PREFACE

The Public Action for Water, Energy and Environment Project (PAP) is a public education and behavior change communication program developed to support USAID's technical and policy investments in the Jordanian water and energy sectors, and to support specific initiatives in the environment, in particular with regard to solid waste. The project has been awarded to ECODIT, a US small business holding the Prosperity, Livelihoods and Conserving Ecosystems, or PLACE, Indefinite Quantity Contract with USAID.

PAP is a five years program that has been designed in three phases:

1. Data collection and assessment phase of 9 months ending July 31, 2010;
2. Participatory strategic planning phase of 3 months that will include dialogue with the relevant stakeholders; and
3. Implementation phase lasting about 4 years.

The first phase of the project (Assessment and Baseline Phase) is to be completed by the summer of 2010. As part of this phase, ECODIT is conducting numerous surveys, including 12 or more research efforts, and it is from the totality of these efforts that the project will determine its direction and focus for behavioral change. ECODIT has divided this phase into the several rapid assessments. In addition to this survey of NGOs/CBOs, which was designed and implemented by Sandra Chesrown, Urban Planner/Consultant to ECODIT and Maha Dergham, Capacity building and NGOs specialist of PAP, other surveys of large consumers, youth, donors, households, commercial outlets, institutions including ministries, municipalities and utilities, and educational programs are on-going.

This report presents the findings of Survey #2 on NGOs and CBOs. The survey was designed to review NGO/CBO experience in communication/outreach, assess the capability of individual staff in the relevant NGOs and CBOs to use public and social media outlets for conducting social marketing programs, evaluate knowledge and skill sets of communication staff and identify gaps to be addressed by PAP as part of the project's capacity building activities, assess the capabilities of NGOs/CBOs to distinguish between public relations and behavior change communication, and (ability to) conduct behavior change programs, and assess the ability of NGOs/CBOs to manage a grant program and conduct a targeted behavioral change activity.

In general, the purpose of the all the surveys that the project is undertaking in Phase I is to bring a behavioral perspective to the technical knowledge that already exists. It will do this in three ways:

1. Examine past and recent educational and social marketing efforts by USAID and other donors to see what worked, what remains of earlier initiatives and tease out the determinants for success
2. Review current needs and expectations in the three thematic areas (water, energy and environment in particular solid waste) that will help guide the project in changing behaviors durably in the future
3. Examine the implementation process itself to ensure that knowledge gained about the process of behavior change is institutionalized into the Jordanian agenda.

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# ACRONYMS AND ABBREVIATIONS

Although an effort was made to reduce the number of acronyms used in this text, in some cases this was necessary. Whenever the acronym or abbreviation appears the first time it is defined in the text. The following list is provided for ease of reference by the readers of this document.

AED	Academy for Educational Development
AIESEC	Association Internationale des Etudiants en Sciences Economiques et Commerciales
ARIJ	Arab Reporter's for Investigative Journalism
AS/TA	Al Shajarah/Tree Association
AWC	Aqaba Water Company
BMPs	Best Management Practices
CBO	Community Based Organization
CCA	Community Centers Association
CMJ	Children's Museum of Jordan
COP	Chief of Party
CSBE	Center for the Study of the Built Environment
EGT	Entity Green Training
ERC	Electric Regulatory Commission
FOE	Friends of the Environment
FoEME	Friends of the Earth Middle East
FT	Fair Trade
GAM	Greater Amman Municipality
GBC	Green Building Council
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHGs	Greenhouse Gases

GIS	Geographic Information Systems
GNP	Gross National Product
GOJ	Government of Jordan
GTZ	German Technical Cooperation
HCCSD	Hayat Center for Civil Society Development
HFWR	Human Forum for Women's Rights
ICT	Information & Communications Technologies
IDARA	Instituting Water Demand Management
IUCN	International Union for the Conservation of Nature
JEP	Jordan Energy Program
JEPA	Jordan Exporters and Producers Association for Fruits & Vegetables
JES	Jordan Environment Society
JFBPW	Jordan Forum for Business & Professional Women
JHA	Jordan Hotel Association
JNEFI	Jordan Network for Environmentally Friendly Industries
JOHUD	Jordanian Hashemite Fund for Human Development
JHFDJB	Jordan Hashemite Fund for the Development of the Jordan Badia
JREDS	The Royal Marine Conservation Society of Jordan
JRES	Jordan Renewable Energy Society (ESTEDAMA)
JRF	Jordan River Foundation
JSSD	Jordan Society for Sustainable Development
JVA	Jordan Valley Authority
JWU	Jordanian Women's Union
KAP	Knowledge Attitude Practice (survey)
LEED	Leadership in Energy & Environmental Design (including water)
LID	Low Impact Development

LTТА	Long-term Technical Assistance
MC	Mercy Corps
MCM	Million Cubic Meters
MEI	Millennium Energy Industries
MIRRA	Methods for Irrigation & Agriculture
MoA	Ministry of Agriculture
MoEMR	Ministry of Energy & Mineral Resources
MoWI	Ministry of Water and Irrigation
MoE	Ministry of Education
MoEnv	Ministry of Environment
MoF	Ministry of Finance
MoIT	Ministry of Industry & Trade
MoMA	Ministry of Municipalities Affair
MoPIC	Ministry of Planning and International Cooperation
MoSD	Ministry of Social Development
MoTA	Ministry of Tourism & Antiquities
MoT	Ministry of Transport
MPWH	Ministry of Public Works & Housing
MSD	Madaba for Supporting Development
MWI	Ministry of Water & Irrigation
NEPCO	National Electric Power Company
NERC	National Energy Research Center
NES	National Energy Strategy
NGO	Non-governmental Organization
NGWU	Northern Governorate Water Utility
NHF- IFH	Noor Al Hussein Foundation (Institute for Family Health)



NTS	National Tourism Strategy
NWMS	National Water Management Strategy
NWMP	National Water Master Plan
PAP	Public Action Project in Water, Energy, & the Environment
PLACE	Prosperity, Livelihoods, and Conserving Ecosystems
PV	Photovoltaic (solar)
RAP	Rapid Assessment Procedures
RSCN	Royal Society for the Conservation of Nature
RSS	Royal Scientific Society
SABEQ	Sustainable Achievement for Business Expansion & Quality
SIYAHA	Jordan Tourism Development Project
SKM	Solar Key Mark
SM/C	Social Marketing/Communications
STTA	Short-term Technical Assistance
SWOT	Strengths, Weaknesses, Opportunities, Threats
TRC	Transport Regulatory Commission
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WAJ	Water Authority of Jordan
WCA	Water Conservation Association
WEPIA	Water Efficiency & Public Information for Action
WHO	World Health Organization
WIMS	Integrated Water Information Management System
WSD	Water Saving Devices
WUA	Water User Association
WWWI	Water Wise Women Initiative

YMW A Young Muslim Women’s Association Centre for Special Education

# EXECUTIVE SUMMARY

There is a primary need in Jordan for the country to create a culture of conservation, a new behavior and ethic that increases the number of Jordanians who practice water and energy conservation for decreased consumption of dwindling resources. There is also a need to improve solid waste management. In response to those needs, USAID funded the *Jordan Public Action in Water, Energy, and Environment Project (PAP)* under the Prosperity, Livelihoods, and Conserving Ecosystems (PLACE) IQC. The implementing contractor is ECODIT with AED as core Subcontractor. The PAP is a five year program. The main purpose of the project is to initiate and establish clear and identifiable behavioral changes amongst the Jordanian public and decision-makers, to lead to increased efficiency in the use of water and energy, and to improved solid waste handling practices.

A primary goal of the project is to institutionalize social marketing practices in NGOs and CBOs, as organizations that are often in the forefront of development based on their ability to reach target groups and remove barriers to change, so that they can become effective partners for the donors and governments and serve their communities better.

The PAP project builds on the successes of the USAID funded Water Efficiency and Public Education Project (WEPIA), which ended in 2005. The project approach allowed WEPIA to address water conservation and efficiency on a scale not previously attempted in Jordan, and the results of WEPIA showed that the problem of water conservation in Jordan is “behavioral rather than technical.” (Source: USAID Outreach press release). Three principal themes shaped WEPIA activities:

1. Long-term strategies can ensure that water conservation and efficiency measures continue into the future,
2. Sustainability is a dynamic expression of growth and change, not a static target that can be achieved,
3. Building capacity of local supervisory partners and colleagues will help strengthen relationships and alleviate challenges and constraints.

The first phase of the PAP project is the Assessment and Baseline Phase. As part of this phase, ECODIT is conducting numerous surveys, including 12 or more research efforts, and it is from the totality of these efforts that the project will determine its direction in changing behavior. The purpose of the surveys is to bring a behavioral prospective to the technical knowledge that exists by:

1. Examining past educational and social marketing efforts by USAID and other donors to analyze what worked, what remains of earlier initiatives, and to understand the determinants for success.
2. Reviewing current needs and expectations in the three thematic areas – water, energy, and environment, particularly solid – that will help to guide the project in changing behaviors (towards conservation and improved management).
3. Examining the implementation process itself to ensure that knowledge gained about behavior change is institutionalized in Jordan.

This report regards Survey #2 of NGOs and CBOs. Referencing the Consultant’s scope of work, Survey# 2’s primary objectives are to review NGO/CBO experience in communication/outreach, assess the capability of individual staff in the relevant NGOs and CBOs to use public and social media outlets for conducting social marketing programs, evaluate knowledge and skill sets of communication staff and identify gaps to be addressed by PAP as part of the project’s capacity building activities, assess the capabilities of NGOs/CBOs to distinguish between public relations and behavior change communication, and (ability to) conduct behavior

change programs, and assess the ability of NGOs/CBOs to manage a grant program and conduct a targeted behavioral change activity.

The survey was implemented during January and February of 2010. This report illustrates the survey results. One-on-one meetings, which usually lasted one hour, were held with 38 organizations, and questionnaires were given to respondents who were primarily managing directors, communications directors, or project managers. Of the 30 organizations, 27 were NGOs and three were environmentally allied, including NERC, GEF, and IUCN. Eight were CBOs.

Both environmental (eight) and non-environmental NGOs were interviewed, as previous USAID funded projects have shown that non-environmental NGOs can be capable partners in outreach (e.g. water savings). All 27 NGOs had a primary focus. Non-environmental NGOs included those that targeted social/economic development, women/human rights, youth, civil society development, agriculture, health, media, built environment, or hotels. Many had overlapping secondary focuses, as well.

Geographical balance was also part of the objectives of the survey, and although most of the NGOs were urban and based in Amman (some with secondary offices in Aqaba) and Madaba, many of them had strong reach into communities outside Amman, either through field offices, clubs, or existing ties to CBOs and communities. All eight CBOs were rural based, including one outside Amman city but within Amman governorate, three in the Jerash Governorate, two in the Madaba Governorate, one in the Jordan Valley, and one in Ma'an city. Their focus was on improving their communities, but some had environmental project experience, particularly water and energy, and they were chosen in coordination with GEF, Mercy Corps, JRF, and with regard to past WEPIA experiences.

The selected CBOs are a mix of CBOs that have previous experience in implementing water demand management projects mainly through Mercy Corps, the CBIWDM Project, and other CBOs that have different mandate but active and have a good reach such as the South Society and the Water Users Society. 7 out of the interviewed CBOs were CBOs based in rural areas including the one in Amman because it is in a very tiny village called a Shomarieh. Just one CBO can be considered as urban based CBO which is the South Society for Special Education. Moreover, one of the interviewed CBOs is cooperative which Al Deera Cooperative, while the other 7 CBOs are charitable societies.

After the interviews, the responses and the NGO/CBO communications materials were analyzed. Specific survey findings have been organized into a series of logically linked matrices in the report, followed by a narrative of analysis. The summary of findings below also discusses the residual effects of WEPIA, which appeared to have a strong impact at the five NGOs that received training for social marketing – they are still high level decision-makers who have dedicated communications staff and in one case an advocacy department:

- ***Gender of Respondents*** – Males seem to be in positions of authority at NGOs more often than females. 50% of the interviewed CBOs have members from both gender (male and female), one CBO has only females' members and the other three CBOs are just males societies. Mainly, the percentage of female members at the interviewed CBOs that have mixed gender of members (male and female) is less than the percentage of males at the same CBOs.
- ***Type of NGO*** – All but two were local and most have educational mandates. Primary focus in order of number of NGOs surveyed is environment, women, youth, agriculture, human rights, socioeconomic development, special education, tourism, the built environment, and journalism. Many have secondary focuses that overlap. Most of the CBOs have the main objective of implementing Economic Development projects, three CBOs are focusing on kids' activities and non-formal activities for children (Mleeh, Gafgafa, and Al Shomarieh). Jerasa and Mleeh societies has an agriculture focus in addition to

their main activities while the WUA is the only CBOs that only focusing on agricultural development. Mleeh society is targeting youth, women, families and farmers.

- **Stability**– Longevity of management is sometimes used as an indicator of organizational stability. Employment at least for the lead NGO respondent is stable, with an average of 7.8 years. Average age of the NGO is 16 years. In the CBOs, the management committees stay for more than 10 years in most cases. The average working years for management committees in the interviewed CBOs are 11 years. Most of the CBOs management committee is the founder committee and they are still managing the society. Specifically, in the CBOs it is very important to know that the management committee is re-elected by the local people; this is a good indicator that the local community is satisfied and they are straightforwardly dealing with the society. Moreover, 7 out of the interviewed societies can be eligible for raising fund and operate with donor requirements since they have 30 registered members and more, 5-7 members in the management committee, and they are all more that 2 years of experience.
- **Staffing** – There are four large NGOs with staffs ranging from 400-140 – JOHUD, RSCN, JRF, and JWU. Seven have less than 10 employees, averaging four. The remaining 14 NGOs are medium-sized. 13 had four or less in communications staff roles. Only RSCN had a large PR staff with 19. The majority (22) had written job descriptions although the level of work plan detail was unclear.
- **Reach into Communities** – 13NGOs or just less than half had strong ‘reach’ into communities through a variety of ways, i.e., regional offices, branches, clubs, community centers, relationships with CBOs, volunteers, etc. Seven NGOs had medium reach, with the remainder as either weak or start-ups. One CBO has a good reach in the community, this is The South Society for Special Education that has a branch in Aqaba and another one in Tafieleh and provides services to all the other cities in the south, especially Karak and Shobak. Moreover, the South Society has two mobile clinics; one is fully equipped and the other still needs the hearing aid system.
- **Web Sites & /Success Stories** – 14 NGOs recognized the importance of detailed and updated web sites (RHAS, JREDS, JES, RSCN, MC, FOEME, JEPa, JOHUD, JHA, JRF, CSBE, NHF, HCCSD, and AIESEC0 and the remainder either had no web sites or had problems. No one of the CBOs creating a website for the society except Jerasa CBO that is a woman CBO and they are on the process of developing a website for their society. Currently, they are using the JWU website to publish their work. Furthermore, males are not using computer or access internet; however, all of them have computers in their homes with internet access but for the use of their children. Usually they have fair knowledge in using HTML but the majority of them have the ICDL certificate. Jerasa and the WUA are the only CBOs that have e-mail and they are documenting their work on soft copies and using the MS word and Excel very often. The south society has well educated staff who is knowledgeable about computer programs.
- **Communications/Media and Campaigns** – in general, the PR and communication departments at the NGOs are running effectively through a qualified staff such as JRF and RSCN or managed under the executive director’s supervision such as JREDS. The RSCN is the only interviewed NGO that has a communication department that includes PR, Membership, Media, and communication units, in addition to, an advocacy unit within the policies department. JRF has a PR coordinator in each program who is one of the two main programs staff within JRF but his/her responsibility is to coordinate with the main PR and communication unit at the head office. 14 NGOs provided variety of communications material. In general, the majority of NGOs are using the brochures, leaflets and posters. Moreover, they are all agreed that TV especially the talk show programs and the street boards are the most effective tool to be used when speaking with the public. NGOs are hardly using the street boards because it is extremely expensive as they stated. In case the NGO is targeting specific area/local community they prefer to do a community gathering to announce their issue. On the other hand, mostly, the CBOs produce very simple

materials for outreach activities and usually it is designed in A4 papers and done totally by the CBO staff if they have their own printer. Moreover, the CBOs depending on local gathering and community meeting to announce for any new project or to assess the people needs and opinion. Five CBOs out of the total interviewed CBOs have a Communication Committee, but none of them have a written job description or work plan for these committees.

- **Recommended Tools** (printed, TV, radio) – All NGOs used email; a majority used websites, many used e-newsletters, and most produced booklets, posters, brochures, flyers, street boards, and banners for awareness campaigns. Very few used radio, and TV was viewed as expensive for advertising, but TV talk shows were a tool for pushing awareness. A few used films/DVDs and newspapers (Al Rai, Dastour, Jordan Times), and a few produced ‘souvenirs’ – t-shirts, caps, book bags, mugs, and a clock.
- **Social Marketing outlets** – Blog sites were the most popular, followed by Facebook, You Tube or Twitter. The environmental NGOs were the most likely to use social marketing outlets. No one of the CBOs is using the social marketing outlets.
- **Training** – Only five NGOs had an annual training plan, although nine others did training. The types of training and the numbers trained are listed in the report. Gaps were evident in social marketing, energy training, environmental curriculum writing, and fundraising. The most common certification was Training of Trainer (TOT), followed by Master Trainer and Project Management Professional. Surprisingly, 30% or eight NGOs had certified LEED specialists. Eight NGOs were well experienced with managing projects and grants, and have staff that has been trained in many forms of management – project, financial, M&E, etc. Some of the smaller organizations seem to be well run and well organized, with clear mandates and activities. Nevertheless, CBOs had trained on subjects that focused mainly on presentation skills, communicating with public, Participatory Rapid Appraisal, Need Assessment, Grants Management, and technical report writing, in addition to participating in awareness sessions. CBOs stated that they received training through JRF, MOPIC, MOH and through NGOs that conducted Qudorat project which is (NHF, NEF, JRF, and JOHUD). Moreover the technical training such as water saving, has been conducted through Mercy corps for the CBOs participated in the CBIWDM Project, and the recycling training course had been conducted through JES since 5 years ago.
- **Understanding of Social Marketing** - 14 respondents said they had never heard of social marketing; 8 had training in it– 5 through WEPIA, 1 through SABEQ, other two unclear. Three NGOs said they had heard of it but had no training, which they would like to take. None of the interviewed CBOs know the term Social Marketing and none of them had received any training on Social Marketing. Even Mleeh Society which was part of WEPIA Project did not know about social marketing.
- **Membership Base & Volunteers** – Total paying membership amongst all 27 NGOs is around JD 6630. There are few corporate members. Ten do not have any members. There appears to be a correlation between the size of the membership base and the annual fee, i.e., two of the largest NGOs required only 1-5 JD in annual fees. All except three NGOs had volunteers, but the numbers were sometimes small. All the interviewed CBOs have membership; most of them have the 30 members and more. The highest fees are collected by the WUA (JD 50), and then the cooperative society asked for 1000 share which cost JD 1 for each share.
- **Staff Fundraising** – Only three NGOs said they did not do organized fundraising. Mainly, all the CBOs in Jordan are not seeking for fund in the same process that NGOs do. CBOs either focus on one grant proposal each year, or submit proposals according to the opportunities.
- **Partnering** – JRF was the most active in forming partnerships, and environmental NGOs as a group most commonly partner with other NGOs. A few mentioned media partners, but few had corporate

partners. Nearly all partnered with the government. CBOs forms partnerships with NGOs that offers training, capacity building activities, and implement social-economic development. Also with ministries that offers direct fund or services to their local communities, and with donors who provided revolving funds and/or grants.

- ***Environmental Capabilities*** – There were nine NGOs with no environmental experience or training, and three of them were interested in training.
- ***Barriers to Change*** – Amongst the NGOs, collaboration, although increasing, is still a barrier. Most NGOs do not understand social marketing, nor have they had training. Legal problems include the new NGO law, which would implement additional control over NGOs. Corporate giving and membership numbers/fees are in many cases insufficient for financial sustainability. Actual numbers of volunteers are low. Few organizations have training plans, although most seem to understand the value of training courses. In the communities, CBOs indicated that there is a lack of awareness regarding energy, and a stronger awareness regarding water. An aging infrastructure makes grey-water implementation difficult. High up-front cost (solar) and a lack of knowledge and labeling re energy/water efficient appliances discourage purchase.

## 1.0 INTRODUCTION

Education alone does not alter environmental behavior. Conventional marketing tools and communication strategies can be effective in raising environmental awareness, and many successful programs have been implemented in Jordan. But in order to not only raise public awareness but also to systematically foster behavior change, USAID funded the *Jordan Public Action in Water, Energy, and Environment Project (originally called Outreach in Public Action)* under the PLACE IQC. The implementing contractor is ECODIT with AED as core Subcontractor.

The PAP is a five year program. The main purpose (goal) of the project is to initiate and establish clear and identifiable behavioral changes amongst the Jordanian public and decision-makers, to lead to increased efficiency in the use of water and energy, and to improved solid waste handling practices.

A primary objective of the project is to institutionalize social marketing practices in NGOs and CBOs, as organizations that are often in the forefront of development based on their ability to reach target groups and remove barriers to change, so that they can become effective partners for the donors and governments and serve their communities better.

The first phase of the project is the Assessment and Baseline Phase, to be completed by the summer of 2010. As part of this phase, ECODIT is conducting numerous surveys, including 12 or more research efforts, and it is from the totality of these efforts that the project will determine its direction in changing behavior.

ECODIT has divided this phase into the following rapid assessments. In addition to this survey of NGOs/CBOs, which was designed and implemented by Maha Durgham, ECODIT NGO/CBO specialist, and Sandra Chesrown, Urban Planner/Consultant to ECODIT, other surveys of donors, households, large consumers (tourism and other industries), commercial outlets, institutions including ministries, municipalities and utilities, and educational programs are on-going.

Phase II of the project is the Design Phase, to include design of detailed action plans, communications strategies, and a grant program for which NGOs and CBOs will compete. The Design Phase will last through the summer of 2010. Phase III is the Implementation Phase, from early 2011 until 2014. ECODIT will work closely with local stakeholders to build capacity of CBOs, NGOs, governmental organizations, water and energy utilities, and local media and advertising institutions. The PAP will conduct eight campaigns, each of which could have multiple sub-projects associated with behavior change, and each campaign could use multiple partners to achieve their goals. In addition, Phase III could include workshops, study tours, and other special events, and will include cooperative efforts with the Children's Museum of Jordan.



## 2.0 NGO/ CBO SURVEY

The Public Action conducted the survey using two questionnaires; one for the NGOs and the second for the CBOs. Both questionnaires are achieving the same objective; however, the questions were adapted to the management structure of NGOs and CBOs. The survey was implemented during January and February of 2010. This report illustrates the survey results. One-on-one meetings, which usually lasted one hour, were held with 38 organizations, and questionnaires were given to respondents who were primarily organizational directors, communications directors, or project managers. Of the 30 interviewed associations, 27 were NGOs and three were environmentally allied organizations (listed in Appendix 1). Eight were CBOs (listed in Appendix 2).

### 2.1 Objectives, Design and Methodology

This report regards Survey #2 of NGOs and CBOs. Referencing the Consultant's scope of work, Survey #2's primary objectives are:

- Review NGO/CBO experience in communication and outreach going back five years,
- Assess the capability of individual staff in the relevant NGOs and CBOs to use public (radio, TV and newspapers) and social media outlets (Facebook, Twitter, local blogs) for conducting social marketing programs,
- Evaluate knowledge and skill sets of communication staff (including the use of success indicators) and identify gaps to be addressed by PAP as part of the project's capacity building activities,
- Assess the capabilities of NGOs/CBOs to distinguish between public relations and behavior change communication, and (ability to) conduct behavior change programs using best practices in behavior change and social marketing theories,
- Assess the ability of NGOs/CBOs to manage a grant program and conduct a targeted behavioral change activity.

The survey was originally designed by the Consultant in November of 2009 as a draft document. It was reviewed and discussed at a December 2009 workshop by the ECODIT staff, PAP stakeholders and other consulting firms who make up the project team. The Consultant received a detailed summary of their recommendations and inserted them into the re-design of the survey.

In January of 2010 the survey was again reviewed by the newly hired ECODIT NGO/CBO specialist, Maha Durgham. (The originally hired NGO/CBO Specialist was supposed to review and comment on the survey and provide the revised NGO list, the CBO list, and a directory of interview dates to the Consultant in December, but at the last minute she did not accept the job, so all of that work was completed in the field at the beginning of the field trip.)

The selection of the interviewees list of NGOs and CBOs have done mainly by the main researcher Mrs. Sandra Chesrown based on her experience in Jordan. Her selection criteria can be summarized by the following points:

1. Select a total number of 36 NGOs and CBOs (80% NGOs and 20% CBOs)
2. Select urban and rural NGOs or at least NGOs who work in rural areas as well as urban areas.
3. Select a mixed sample of NGOs; environmental/green NGOs, NGOs have previous experience in implementing water and energy conservation projects or solid waste management, and NGOs that implement awareness campaigns.

4. The survey focused on assessing the NGOs communication, fundraising and management capabilities so the sample was a mixed of big and small NGOs.

Maha made comments that were incorporated into the third rendition of the survey. She also designed a CBO survey, which was given in Arabic and later translated into English. Maha developed the list of CBOs to be interviewed, including those who might be interviewed in the future. Following the interviews and compilation of NGOs' communications materials, Maha organized the library at the PAP office.

The survey methodology incorporated desk research and structured questionnaires. In November and December, 2009, the Consultant completed primarily web based desk research. The purpose of the desk research was to develop an understanding of donor projects and the Jordanian NGOs' past experience in energy, water, solid waste, and communication and outreach programs, in order to arrive at an appropriate NGO list of respondents. (General findings from the desk research and review of environmental reports were not included in this report at the request of ECODIT, in order to present a concise report more fully focused on the survey findings.)

The Consultant then devised an appropriate sample of NGOs to be interviewed, and the ECODIT staff expanded and/or changed the list. The Consultant chose NGOs who were well known in furthering the cause of environmental issues or those who believe strongly in the cause of environmental conservation. The ECODIT staff added organizations that were not necessarily environmentally focused, but who were well experienced with CBOs and could effectively 'reach' into communities to improve or change behavior patterns. (Although there are up to 2500 NGOs in Jordan, it was agreed that the maximum number of surveys that can be done during a month's field visit is not more than 36 NGOs and CBOs. Therefore, the sample of 27 is approximately 1% of Jordan's NGOs, but they are believed to be representational. The surveys could be continued by the ECODIT staff in the field.) Although the December workshop participants recommended that focus groups be introduced for the CBOs to more closely orient the survey to their needs, no focus groups were held. In January, it was determined by the ECODIT staff that face-to-face one hour interviews with both NGOs and CBOs were more effective than focus groups, and that they allowed for targeted, personal interaction with the organizations and their staffs.

During the first week of the Consultant's field visit in January 2010, Ms. Chesrown and Ms. Durgham pre-tested both the NGO and CBO questionnaires and further revised them based on that test. They continued to implement face-to-face interviews with key NGO/CBO staff, nearly always the organization's management. When the NGO also had a director of communications, that person was also surveyed. In a few cases, a project manager was surveyed. The survey was primarily qualitative with a limited degree of quantitative analysis.

Most of the NGOs were urban and based in Amman, and a few of them had secondary offices in Aqaba. One NGO was based in Madaba. All of the CBOs were rural based and included villages and/or towns in a variety of governorates – Jerash, Amman, Madaba, and Ma'an – and the Jordan Valley.

The survey process continued until mid-February, and Ms. Durgham re-surveyed those NGOs which presented initial responses that required further clarification or expansion. A total of 27 NGOs, three non-NGO associations, and eight CBOs were interviewed. (A partial survey via a telephone interview was also held regarding CARE's Permanent Agriculture Project, in order to gain additional information.)

## **2.2 NGOs Survey, Main Findings & Analysis**

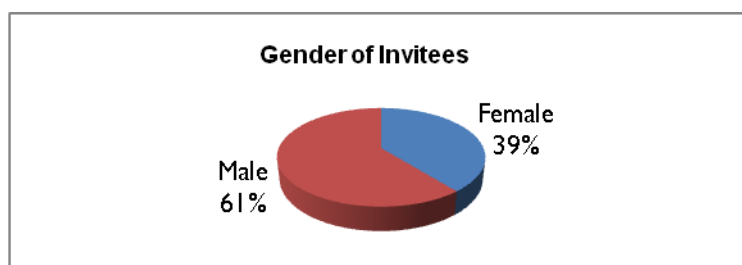
One of the objectives of the survey is to provide a deep analysis of the NGO in order for the PAP staff to compare the findings with other research results and eventually to understand their profiles as representational of the larger civil society community. Because it is difficult to obtain in-depth information in

a one hour interview in a number of cases the ECODIT NGO/CBO Specialist surveyed the NGOs again or followed-up through telephone calls and emails. The Consultant reviewed all the NGOs' web sites to try to fill gaps in the interviews.

## 2.2.1 Organizational Profile and Reach (27 NGOs)

- **Gender of Respondents** – Females – nine interviews; males – 14 interviews, and a mixed group of females and males – five. Based on this survey, males are more commonly NGO spokespersons. However, the sample is small, and therefore this statement is speculation.

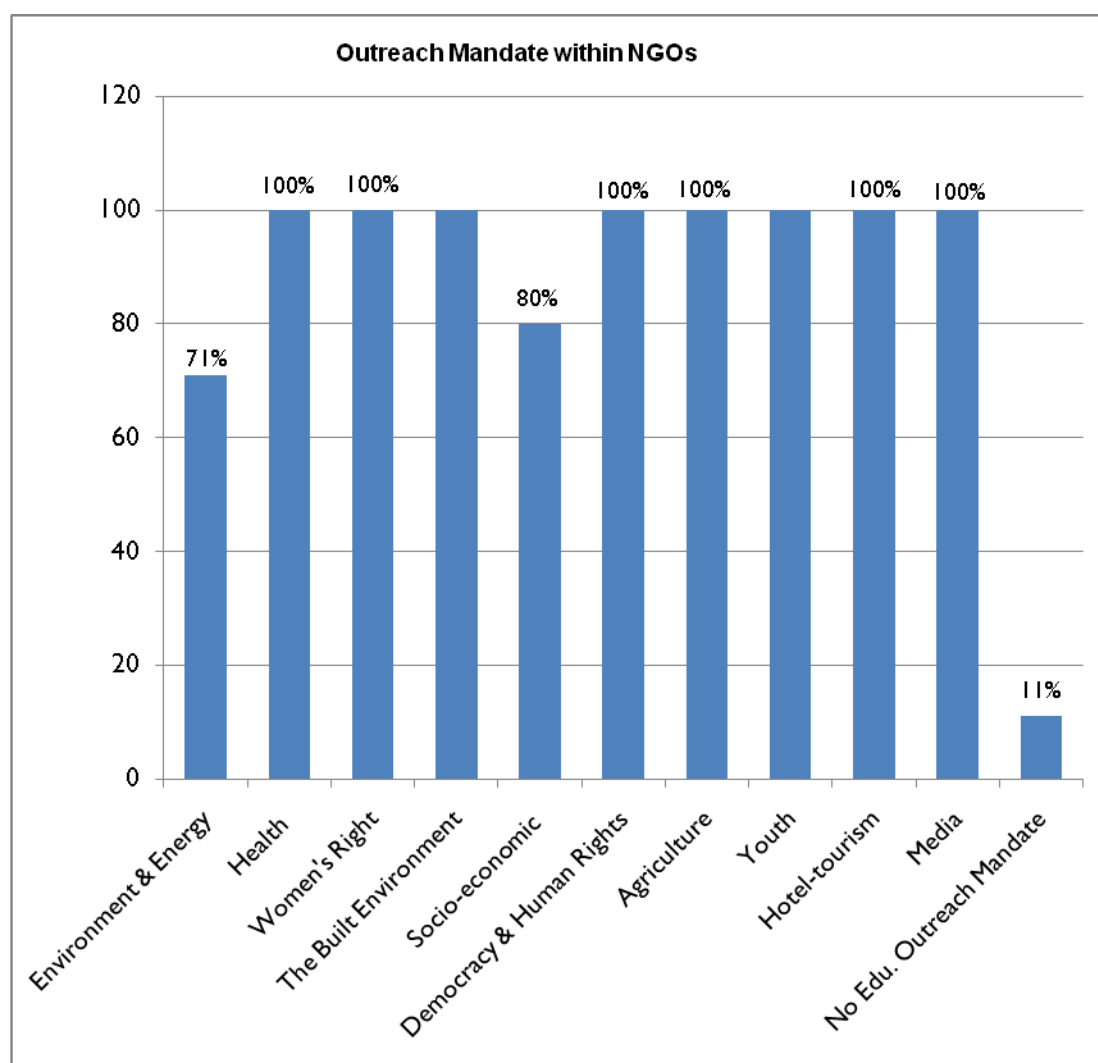
Figure 1: GENDER OF INTERVIEWEES (FROM NGOS)



- **Type of NGO** - All of the NGOs listed above are local, except for Mercy Corps, which is a local branch of a US based NGO, and FOEME which is international and a regional umbrella organization, covering Jordan, Israel and Palestine. The NGOs' primary mandates includes: nine are targeting the environment, five are targeting women (women & youth, women & health), four of them are targeting youth, two are targeting agriculture, one is targeting a variety of topics, and one of each is targeting human rights, socioeconomic development, special education, tourism, the built environment, and journalism. Many have secondary focuses that overlap. (Three other interviews were used for information only and were deleted from the charts, as they are not NGOs but rather donors, semi-governmental, or international union.
- **Stable Employment** – Employment at least for the lead spokesperson at the interview is stable, with an average of 7.8 years.
- **Sustainability** – Most of the NGOs are well established, with the average age of 16 years of operations. Eight of the NGOs had five or less years of experience. Particularly, the older NGOs had very established skill bases and have adhered to their mandates over time. Out of the interviewed NGOs, just one NGO has less than one year of experience. One has almost one years of experience but it is not totally new since it was originally the MRA department at the French embassy for 13 years and then become a dependent local NGO.
- **Educational Mandate** – most of the NGOs responded positively to having educational mandates (although I would argue that a network organization has an educational but not a programmatic mandate). Three of the interviewed NGOs have no educational outreach mandate. Five of the environmental focus NGOs have outreach mandate. All the agriculture and energy conservation focus NGOs, the health NGOs, and the women's right focus NGOs have an educational outreach within their mandate. Four of the socio-economic development focus NGOs have outreach mandate. In general, 12 NGOs have specific educational outreach mandate.

In percentage, figure II present the percentage of the NGOs that have outreach mandate according to their specializations and out of the total number of interviewed NGOs.

Figure 2: OUTREACH MANDATE – NGOS



- **Staff Size** – There are three large NGOs. The largest is JOHUD with 400 staff; next is RSCN with 335 staff; next is JRF with 212 staff; and next is JWU with 140 staff. Seven of the NGOs are small with staffs under 10 people, averaging 4 people. The remaining 14 NGOs are medium sized, with eight having staffs of 10-16. The other medium sized NGOs have staff sizes of 24, 26, 35, 42, 50 and 60.

- **Written Job Descriptions & Work Plans** – The majority (22) had written job descriptions for their staffs, although it wasn't always clear how detailed the work plans were.
- **Reach into Communities** – One NGO is based in Madaba and has a very good network with all the CBOs at Madaba, 26 NGOs based in Amman, and 4 NGOs based in Amman with branches in Aqaba, Karak and Irbid. One NGO has 50 community development centers, and one NGO has eight environmental sights and nature reserves areas in Ajloun, Dibe'en, Azraq, Dead Sea, Amman-Al Shomaria, Wadi Al Mujib, Fynana- Wadi Araba, and Tafielah- Dana. On the other hand, other NGO decide to work in the 12 governorates- all over Jordan with no existing branches but work closely with the communities through CBOs. Other NGO choose to have branches all over Jordan. One NGO has 100 volunteers all are youth and working closely with the center from the north and the south of Jordan. It is important to mention that one NGO is youth focus and two NGOs are democratic and human rights focus but they are also working with youth to achieve their goals. Mainly all the NGOs have main offices in Amman except MSD which based in Madaba. The big NGOs in terms of their reach that covers almost the whole country, they have specialized centers for projects related to youth initiatives

## NGOs Trends

**Targeting youth:** starting on 2005-2006 NGOs started targeting youth and design specific programs for youth. Additionally, the partnership between number of NGOs and the youth development focus NGOs or the HYC is rapidly increased and become more institutionalized

**Green trend:** newly establish NGOs that focus on agriculture mainly farming and trees but in relation to the water conservations. Additionally, more NGOs start focusing on organic farming and form a partnership with other NGOs.

**Strengthen the NGOs reach:** NGOs is seeking to expand their reach in the Jordan society through reaching new areas and try to cover the 12 Jordanian governorates. NGOs are establishing CBOs that are related to their mandate of work or create a volunteers network to facilitate their work in the local communities. Once the NGOs feel the need to stay at the field in one of the governorate they point out a field officer or open a branch. This trend has a strong relation with the new fundraising process that the government and the donors are seeking to implement their programs; for example the MOPIC which is the responsible ministry for NGOs fund is taking the NGO reach as a major standard when choosing to work with any NGO. Additionally, donors who are seeking to implement their programs in a certain areas within Jordan are looking for NGOs who works at these areas to facilitate their program activities.

**Private sector partnership:** more partnership is designed between NGOs and private sector especially ARAMEX, NOQUL, and telecommunication companies. The NGOs are benefiting from the CSR fund that these private companies allocated for community services activities.

**Cost effective strategy:** through partnership, NGOs seeking to sustain their work with a minimum budget either through partnership with local NGO, specialized NGOs in the technical term, or local community ownership strategy. The International Center for Not-for-Profit law, the recent quarterly review for NGO legal trends have concluded that the financial crisis presents challenges to philanthropic resources NGOs rely on to deliver critical services; legal barriers to these resources exacerbate the situation. If the global community is to achieve critical development goals, cooperation between stakeholders will be necessary. Lowering barriers to global philanthropy will help to support partnerships that will work towards meeting these development goals.

**Lack of individual membership:** most of the NGOs that have paid membership fees no longer believe in this process. NGOs know is more with friends not members, they are seeking to have friends to support their

advocacy activities and NGOs are willing to invest in their friends. Other NGOs are establishing a high standard of fees for their membership rather than the low fees. These NGOs are established by the top people in Jordan and they are willing to control their society and keep it in the arms of rich people.

***Using PR materials to present the knowhow not for general promotion purpose:*** NGOs that are depending on the evaluation findings to develop their work stated that they are no longer use the brochure and leaflets for the purpose of promoting their programs. Instead, their findings concluded that brochures and leaflets can be an effective PR tools when used to provide specific answer for specific question or to give a solution for a defined problem. The NGOs stated that they are looking to present the knowhow on their brochures and leaflets rather than promoting their activities.

***The NGO Law 2008 in Jordan, within the Global Trends:*** The International Center for Not-for-Profit law, Survey of Arab NGO Laws stated that Indeed, in recent years the significance of civil society, protection of basic freedoms for civil society, and their relationship to economic development have been acknowledged at the highest levels of Arab governments.

The government attempted to liberalize the NGO framework enough to allow NGOs to engage in government-sanctioned economic and social development programs – but not enough to provide for a truly independent civil society. This same pattern of development would come to characterize subsequent law reform efforts in Palestine and Oman (2000), Yemen (2001), Qatar (2004), Mauritania (2006), and Jordan (2008). All of these countries made positive changes to their NGO framework laws but did not adopt laws that were fully enabling of civil society or consistent with international law and best practices.

Most Arab NGO laws share several characteristics. In general, registration of all NGOs is mandatory, and there can be significant barriers to successful registration, including a high minimum number of members or discretionary registration processes. Once registered, NGOs will face substantial and often inappropriate government interference with their internal management and operations. They are also likely to face blanket restrictions on certain types of activities and their ability to raise funds. Registered NGOs will also encounter the possibility of dissolution for minor violations of the law or, in the absence of violations, simply at the personal discretion of a government official. Finally, NGO members must contend with potentially severe criminal punishments, including long jail sentences, for relatively minor violations of the law.

NGO laws can be an important contributor to the development and sustainability of civil society by providing legal protections for NGOs and their volunteers and employees. However, framework laws can also be misused to reinforce the backlash against civil society. However, even in countries where registration is voluntary, the *process* of registration may be difficult or time-consuming; examples from the past year include Jordan's 2008 *Law on Societies* that requires societies to file their applications with a local office of the Ministry of Social Development, which forwards applications to a 'Controller of the Registry of Societies' who checks to see if the application meets statutory requirements. If the Controller approves the application, it is passed to a "relevant Minister in light of the aims and goals of the society," and the relevant Minister then has almost unlimited discretion to accept or deny the application. Although the new law was intended to streamline an existing registration process known for delay, the imposition of several new layers of bureaucracy may lead to new implementation problems and potentially unforeseen additional delays in the future.

***Broad Government Discretion:*** Registration provisions in many MENA countries include sweeping grants of power to the relevant ministries, allowing government employees broad discretion when reviewing registration applications from would-be associations.

According to Jordan's *Law on Societies* (Law 51 of 2008 as amended in 2009), applications for registration of new societies are sent to an independent Board of Registration chaired by the Ministry of Social

Development. The Board is permitted to reject an application for any reason, though it must issue a written justification for its decision.

**Government Supervision:** In many MENA countries, organizations that have been successful in their applications for registration may be subject to significant government supervision. Governments may maintain control by attending associations' meetings, deterring the discussion of opinions and issues inconsistent with a government position. The government may also retain authority over the selection of board members. By partly controlling an organization's board, which acts as the decision-making authority for the organization, the government is able to ensure that it will have some say in all major decisions affecting the organization. In addition, many countries in the MENA region require associations to obtain government approval prior to entering into any foreign affiliation.

**Internal Governance:** Several laws grant government authorities the right to interfere in an NGO's internal governance. Jordan's new Law on Societies, like several other laws in the Middle East region, provides that elections to the Board of Directors and decisions taken by the General Body of any NGO may not take effect unless the supervising Ministry has been notified and does not object. Jordanian NGOs strongly objected to this provision on the grounds that it would erode their independence and make the Ministry the effective supervisor of every organization in Jordan.

**Meeting Attendance:** NGOs in Jordan must inform the Controller of the Registry of Societies and the "Relevant Minister" assigned at the time of their registration of any general assembly meeting at least 15 days prior to the meeting. Both the Controller and the Minister may elect to send a representative to the general assembly meeting. If an association fails to provide notice of the meeting, it is deemed illegal.

**Prior Government Permission:** Some countries have or are considering laws that would require NGOs to receive prior government permission before receiving foreign funds.

In 2008 Jordan enacted the Law on Societies, which requires NGOs to submit an application to the government before accepting any contribution, grant, or funding from a foreign source. If the Ministry does not decide on an application within 30 days, it is considered granted. The law gives the government the authority to order "appropriate" measures for violations of this provision, including the funds' return to the funder or transfer to a newly created Fund for the Support of Societies. A person who retains or uses foreign funds that were not declared or not approved can be imprisoned for three months or more, fined between 1000 and 10,000 JD, or both. Such persons are also barred from serving on the board of any Jordanian association.

**Restrictions on Foreign Funding:** A number of governments around the world moved last year to restrict and control the flow of funding from abroad to domestic NGOs. This trend appears to stem from a confluence of factors, including (1) international pressure on governments to protect against terrorist financing and money laundering; (2) a desire to coordinate and increase the effectiveness of foreign aid; and (3) concerns about national sovereignty. Restrictions on foreign funding have appeared in recent years in several countries.

In Jordan, where the 2008 *Law on Societies* requires government approval of any transfer of funds from abroad, no matter how small. Although the Jordanian government has promised to amend the law in 2009 to remove several provisions objected to by civil society, it has indicated that no changes will be made to the provision on foreign funding.

### **Drivers for Change**

According to the conclusion of the international centre for not-for-profit law on the effects of the global economic crisis, the need for services provided by NGOs is bound to increase as the ranks of the

unemployed, homeless, and malnourished grow as a result of the global economic crisis. At the same time, however, private donations to the sector are reportedly beginning to contract as donors have fewer resources. Further, governments may come under increasing pressure to reduce benefits to NGOs in order to balance their own budgets.

NGO sectors in every country and region will likely face these tensions between the increased need for services and decreased resources. Those NGOs and their beneficiaries confronting restrictive legal and regulatory environments, however, may be affected far more seriously. If governments continue to use NGO framework laws to control and restrict civil society.

On the other hand, John Green-smith had determined possible future developments which may affect the national NGOs and CBOs, and therefore require new strategic answers and organisational development.

1. **Private giving and demographic:** There is a decline in giving and volunteering by younger generations. NGOs need to find ways to appeal to 'new cohorts of givers', probably by a higher rate of product diversification and innovation and away from planned giving.
2. **Mega private funds.** The emergence of the private companies (in Jordan such as: such as Talal Abu Ghazalieh, Noqul) illustrate a growing social responsibility of the business community. There is a tendency among these large funders to seek equally large partnerships of NGOs and for-profits.
3. **Official Development Assistance and world problems.** The trends are towards greater effectiveness: good governance, civil society, donor co-ordination, partnerships, local ownership and Comprehensive Development Framework.
4. **Fundraising and program delivery without borders.** European economic integration opens the Euro-market for national fundraisers and not-for-profit service providers. The Internet becomes an essential channel for fundraising, rendering national fundraising legislation futile.
5. **Scale.** Larger fundraising investments are made, for instance to enter new markets. In slowly growing markets already large NGOs are likely to further grow to the detriment of smaller and passive players.
6. **Branding and visibility.** Oxfam, World Vision and Plan offer examples of organisations that have gone through a re-branding process. In Jordan JRF, RSCN, JREDS, FOEME are working on the branding. This helps the organisations to be recognised, build brand equity and defend or expand market share in fundraising markets.
7. **Specialisation.** Inevitable trends towards greater effectiveness and efficiency will further lead to the emergence of more specialised agencies for marketing, fundraising, program management, implementation and evaluation.
8. **Accountability.** Trends in improved communications and transparency will continue. NGO communication policies need to be in place.
9. **Resource mobilization capacity and indigenous resources.** It is critical for CBOs and NGOs to manage their dependency on fickle institutional donor funds. Building resource mobilisation capability is essential and indigenous resources, including indigenous practices, know-how and knowledge, and other domestic resources deserve more attention.

## 2.2.2 Training and Communication



- ***Size of Communications Staff*** – The majority had dedicated staff - 14 - and usually called the department PR/Communications, i.e., seven NGOs had 1 person, four NGOs had 2, one had three, one had four (volunteers). Only one had a large contingency – 19. None had the title of Social Marketing Specialist. 11 NGOs had no dedicated staff.

Other has no specific staff for PR or communication, on the other hand, involved the project and awareness coordinator in the PR and communication activities. When looking to the NGOs that have more than 10 years of experience, the researcher found that the majority either has no communication or PR unit or department, or they are just started a new communication department. The department staff is totally new and has no record about JOHUD previous work.

One of the NGOs has a PR and communication department that is closely linked with all the projects that are operating under this NGO. One PR/communication staff member is hired under each project/program to handle the communication policies, strategy, and work in line and in a close collaboration with the main PR/ Communication department.

The small NGOs decide to do things differently, three NGOs staffs are doing every think in a team manner, where the project and awareness staff is involved with the PR department and the manager/ deputy is doing the communication activities in collaboration with the staff members.

Within other NGO, the communication and community mobilization unit is under the responsibility of the outreach and the mobile teams.

Fifteen NGOS out of the total interviewed NGOs have a PR and/or Communication department and all of them have a written job description that either sent to the PAP staff or has been shows to the researcher during the interview.

- ***Staff Turnover Rate*** - There appeared to be higher turnover in the communications staff than in the management/respondents, many of whom had been in place for more than five years.
- ***Web Sites & /Success Stories*** – 14 NGOs recognized the importance of detailed and updated web sites. Five NGOs had no web site that could be Googled – One is very poorly designed. Other web sites could not be opened or had a virus. The small size of the communications staff might relate to the fact that only 11 NGOs had organized success stories, which is fundamental to marketing for new projects.
- ***Communications Capability*** – 14 NGOs provided communications material. One NGO promised material but never got back to us-. Two NGOs were virtual. Six NGOs did not seem to have materials (showed us an outdated but thorough video of community work).
- ***Media and Campaigns*** – Many were trained in communications and media, as indicated above.
- ***Recommended Tools (printed, TV, radio)*** – All NGOs used email; a majority used websites, many used e-newsletters, and most produced booklets, posters, brochures, flyers, street boards, and banners for awareness campaigns. Very few used radio, although a few mentioned its importance to targeting youth. However, the youth focus NGO used Amman FM and Play 99 but said it wasn't effective. Television was viewed as expensive for advertising, but TV talk shows were a tool for pushing awareness. Only one had used a bumper sticker for a democracy campaign. A few used films/DVDs and newspapers (Al Rai, Dastour, Jordan Times), and a few produced 'souvenirs' – t-shirts, caps, book bags, mugs, and a clock.

- ***Social Marketing Outlets*** – Blog sites were the most popular – six NGOs stated that. Five NGOs used Facebook. Four NGOs used You Tube or Twitter. Four NGOs used text messaging. The environmental NGOs were the most likely to use social marketing outlets
- ***Training Plan*** – Only five organizations had an annual training plan. Nine others did not have a plan but do training. The regional and international NGOs that are working in Amman has a designed training plan done by the HO and conducted for the FO which could be implemented once every two years.
- ***Training Experience***– The most common training was communications – (18 NGO). At the same time, the researchers are not sure about the type of communication training that those NGOs received, the majority received very basic communication training that is not related to strategic thinking and branding. Only two NGOs that the researchers feel confident to say that they attend specific communication training programs. NGOs received a lot of training in project management – (17 NGOs) mainly through donors, 15 NGOs received training in monitoring and evaluation, 13 each for PR, workshop facilitation, media advocacy, water, financial management, and hygiene. 12 NGOs were trained in human resource management, environmental awareness, research, and agriculture. 11 were trained in grants management and recycling, nine were trained in web site design or maintenance. The areas of least training were energy – 7, environmental curriculum writing -5, and fundraising – 5. (So in the topical areas, water has received the most attention, recycling a medium amount, and energy the least.).

One environmental focus NGO has a trained staff in all the subjects related to project management and environmental awareness/ curriculum writing. Moreover, the staff is certified to conduct international and regional training in Ecological Research, Environmental Law Enforcement, and Environmental Education Curricula Development.

Two NGOs has a specific unit/center for capacity building and training and they are working with a pool of consultants in different business, social and vocational training subjects. Also, they have certified trainers on business and marketing for SMEs, community mobilization, youth development, and child safety.

Other NGOs which has more than ten years of experience, and have projects related to changing people behavior, does not has trained staff on media advocacy, M&E, business or communication related training.

Two NGOs believe on the technical training only, they invest on the education of their staff and on the training that has a technical support component for their work.

Other NGOs have no training specifications.

- ***Management Training*** – 8 NGOs are well experienced with managing projects and grants, and have staff who have been trained in many forms of management – project, financial, M&E, etc..
- ***Training Certification*** – The most common certification was Training of Trainer (ToT) – 13 NGOs, followed by Master Trainer – 8 NGOs, followed by Project Management Professional certification – 6 NGOs. A variety of other types of certifications followed including three in environmental trainer and three in communications trainer. Surprisingly, 30% or eight NGOs had certified LEED specialists on board, and there was a slight disconnect with only seven responding to having energy training.
- ***Understanding of Social Marketing*** - 14 respondents said they had never heard of social marketing; 8 had training in it– 5 through WEPIA 1 through SABEQ,. Three NGOs said they had heard of it but had

no training and would like it. One organization seemed to confuse marketing with social marketing. Only one said they did not believe in social marketing.

In general, few number of the interviewed NGOs have heard about the social marketing concept and a very few have received a training on this concept. One NGO founded a very challenging subject, while the other did not remember what it was exactly about. One was impressed by the training and they sustain the training manual within their units. One said that they have worked on the curriculum development and it is existing know and that social marketing is more like advocacy where the NGO marketing the action itself. Other defined social marketing as the focus on the achievements where these achievements should be for the benefits of the public.

### 2.2.3 Financial Sustainability including Fundraising & Monitoring & Evaluation

- **Membership Base**– Total paying membership amongst all 27 NGOs is around 6630, a low figure (plus the 4000 free internet sign-ups). There are few corporate members. Ten of the NGOs do not have members. Two NGOs are establishing membership categories. Two of the NGOs are small with memberships under 100. NGOs that have between 100 and 200 members. Larger NGOs with memberships exceeding 200 are three.
- **Fees** – There appears to be a correlation between the size of the membership base and the annual fee, i.e., two of the largest NGOs required only 1-5 JD in annual fees. One NGO seemed to have the most well thought out membership fee scale for its 700 paying members and one was expensive compared to the rest at JD 100-750, although their membership is very targeted and related to legal credentials, so they are not looking for a large base.
- **Volunteers** – All except three NGOs had a volunteer base. One NGO used their youth volunteer network for health advocacy. Organizations have formally organized their volunteer base and they use application forms.
- **Staff Fundraising & Proposals** – Nearly all NGOs did some form of fundraising. Only three said they did not.
- **Partnering** - Environmental NGOs as a group are the most active in partnering. The Ministries of Planning, Environment and Education were the most often mentioned government partnerships, followed by MoA and MoWI. Only one NGO said they have no links to ministries. There was limited partnering with corporations. Media partners were mentioned by not only two NGOs, which would be expected because of their mandate.
- **Grant Management & Monitoring and Evaluation** – Approximately one-fourth of the NGOs do not appear to do grant management and monitoring, Most of the others were adamant that they do it well and some provided indicators. Two NGOs hired outside experts to evaluate their project results.

### NGOs environmental experience and previous experience in work related to changing behavior

This narrative looks at the NGOs' environmental technical experience, training, project and partnering experience in the three primary project areas - water, energy, and solid waste.

NGOs with no environmental experience or training include 9 NGOs only one out of them has environmental issues as part of its mandate. Three NGOs were interested in environmental training.

NGOs without an environmental mandate but with some experience and a lot of interest are hardly found. The researcher found one only which received training from WEPIA in water saving, and they have a certified environmental trainer on staff.

NGOs with environmental mandates and extensive project experience include 8 NGOs.

Health focuses NGOs working on changing people behavior from incorrect health habits to healthier life style. Two NGOs that have this experience, one is new NGO started 2005 while the other has 6 years of experience.

The environmental focuses NGOs have projects related to changing the people behavior from under estimating the environmental resources to value these resources and share the responsibility of protecting them. Five NGOs are environmental NGOs that have different ways on doing work under different theme for the purpose of protecting environmental resources. Three of them worked with WEPIA on different projects. One is a donor but funded project related to changing people behavior.

## **2.2.4 NGO Capabilities**

Based on the analysis of the questionnaires and further desk/web research, the Consultant's view is that there are capable NGOs (10 NGOs). Those ten NGOs can properly plan, lay the foundation, and establish goals and objectives for a behavioral change project. They can conduct community research, develop appropriate communications strategy and simple, clear environmental messages/campaigns, pre-test, and implement. They are proven grant managers and understand the value of monitoring and evaluating project results. Because of their long reach into various communities, they are capable to target audiences, identify local allies, and understand community needs and barriers. Particularly, some of the environmentally oriented NGOs because of their sophistication with both environmental issues and campaigns are capable of understanding the problem, and devising an effective communications message.

PAP can get benefit from the NGOs relationship, volunteers, and their branches facilities.

A second category that could benefit from training because they are start-ups with limited staff and funding but are environmentally knowledgeable and other could make a unique partner because of their media and youth orientation.

A third category of organizations who could do a small but very limited campaign, as they have less experience with donors and project management two NGOs. A fourth category of NGOs includes those that are about virtual networking, who might play a supportive project role as they are environmentally focused.

A fifth category of those who are perhaps not currently capable are those who are experienced but need to re-build or build their capabilities.

The sixth category is the NGOs that operate according to the available fund with no certain focus or tangible impact. Those are three NGOs.

## **Residual effects of WEPIA**

The PAP project builds on the successes of the USAID funded Water Efficiency and Public Education Project (WEPIA), which ended in 2005. USAID extended the three year WEPIA project for two additional

years of implementation. The project approach allowed WEPIA to address water conservation and efficiency on a scale not previously attempted in Jordan, and the results of WEPIA showed that the problem of water conservation in Jordan is “behavioral rather than technical.” (Source: USAID Outreach press release). Three principal themes shaped WEPIA activities:

1. Long-term strategies can ensure that water conservation and efficiency measures continue into the future,
2. Sustainability is a dynamic expression of growth and change, not a static target that can be achieved,
3. Building capacity of local supervisory partners and colleagues will help strengthen relationships and alleviate challenges and constraints.

The WEPIA Final Report lists a summary of goals and results, and this is compared below against the NGO surveys (the goals apply to the first phase of the project):

***Goal #1 – Interactive water education programs are widely available and accessible to teachers, students, religious leaders, and NGOs.***

- Of many WEPIA activities under this goal that directly involved NGOs were that water education programs were promoted – UNICEF’s and RSCN’s, 1,000 teachers were trained, and 4,000 religious leaders were trained. With regard to the PAP survey question whether or not the WEPIA program changed behavior, the RSCN respondent noted that he wasn’t sure as “it hasn’t been institutionalized, but the RSCN curriculum is still in place.”
- WEPIA organized training for 50% of Jordan’s 4000 religious leaders, 1000 of whom received training through NGO workshops with JES and JFBPW. JES stated that the water conservation manual done with WEPIA for religious leaders/imams was still being utilized and that JES still receives requests for it from imams around the country.
- WEPIA developed training for 400 members of women’s NGOs in water conservation and the use of water conserving devices, including the JFBPW, who the project interviewed. The JFBPW mentioned training under WEPIA, and responded that the program was successful, but seemed somewhat unfamiliar with it. (The surveyors requested additional follow-up information, but JFBPW never provided it.)
- WEPIA developed three professional courses on water conservation through arid and usually native landscapes (xeriscaping) with the University of Arizona and the CSBE, which produced a web site and a guidebook on horticulture suitable for arid areas such as Jordan, brochures (the graphic and technical quality of which was excellent), post cards, posters, etc. Expertise was built at CSBE in both xeriscaping and NGO management. They also developed a demonstration energy efficient ‘green house’ in Aqaba with WEPIA assistance, which is available to rent.

CSBE has maintained and evolved its expertise in xeriscaping and water conservation, and they were quickly able to provide us with copies of the guidebook and brochure. They were also very proud of the water conserving park that WEPIA funded across from their office in Jebel Weibdeh. In the future, they would like to work with utilities to institutionalize energy conservation, i.e., to incentivize them and let the utilities figure out how to develop best practices for Jordan. They are also interested in developing a blueprint for schools that encompasses all aspects of sustainable design, and they have a staff member who is interested in producing a video on energy efficient siting and design. However, when asked the question about his experience with social marketing, he said he is “not a big believer.” He did not elaborate.

***Goal #2 – Effective media campaigns that apply state-of-the-art social marketing techniques and use radio and television spots and special print materials are designed, tested, and disseminated. (The project recommended the development of three to six media campaigns, such as water***

***resources, agriculture as a big consumer, water is not free, water-saving devices, and sources of groundwater contamination.)***

- Many activities but no NGO names are listed in the WEPIA Final Report; however, the PAP did interview ARIJ, and they were very supportive of the need for training of journalists in order to effectively participate and promote water and energy conservation through the media.

***Goal #3 – Significant increase in NGO capacity – partner NGOs will have the capacity to carry out sustained public awareness programs on water or other environmental issues.***

- Partner NGOs received a variety of types of workshop training, including two workshops on social marketing, and training in public awareness and media, including RSCN, JES, CSBE, JFBPW, and Mercy Corps. JFBPW's respondent was not trained under WEPIA (another staffer), but she noted that she was planning to take a USAID/SABEQ training course in February 2010. JES said that their social marketing staff member who was trained has left the organization, and the position has not been refilled. JEPA and JOHUD said they have been trained in social marketing, but did not seem familiar with WEPIA. (NGOs who indicated a strong interest in being trained by PAP in social marketing included FoEME, Tree Association, and JHA.)
- Partner NGOs including RSCN, JREDS, JFBPW, and CSBE also received training on fundraising. JREDS was emphatic that this training – particularly in fundraising - helped their organization to be more sustainable. The CSBE said that they do not do fundraising. The respondent at JFBPW was not trained by WEPIA, and she said she is the only one capable at the NGO of doing fundraising effectively – perhaps the WEPIA trained staff member left the NGO. Their WEPIA assisted fundraising plan was not mentioned. (However, she did talk about their women plumbers program, which WEPIA assisted with, and was quite proud of it.) JES did not mention fundraising, other than their membership fees which are very low (do not cover costs).

***Goal #4 – Specific NGOs not mentioned in the report, although assumption that CSBE was involved in continued training on xeriscaping.***

***Goal #5 – Significant increase in the number of buildings that install water saving devices and collect rainwater for reuse.***

- This goal supports the installation of water saving devices in hotels, hospitals, schools, public buildings and businesses, and alludes to at least one municipality adopting the WEPIA developed water management code. The Final Report does not mention specific NGOs; however, JREDS has become the national representative for FEE to implement the Green Key Program (tourism eco-labeling to reduce energy consumption) and this applies to hotels. In addition, although JHA appears not to have participated in WEPIA, there has been some trickle down pressure on hotels from past projects, probably WEPIA, and the new management clearly understands the importance of water savings in tourism and hotel development, and is interested in training. (JHA recently developed new hotel standards – it is the Consultant's belief that although the standards are improved they require strengthening in regard to water conservation as hotels are major water users.)

***Goal #6 – Sustainable understanding and participation in water activities in selected communities.***

- WEPIA completed eighteen grants to rural CBOs, and set up a women's sales force for water-saving devices with JBPWA, training 120 women. This is the program that JBPWA seems most enthusiastic about, and it appears to be on-going.

## 3.0 CBOS SURVEY, MAIN FINDINGS & ANALYSIS

One of the objectives of the survey is to provide a deep analysis of the CBOs work and previous experience on implementing projects related to changing behavior, water and energy conservation, and/or solid water management. In particular, PAP is seeking to understand the CBOs community and identify which programs succeed and which not and what is the reasons behind. The CBOs survey conducted through a field visit to the local community where the CBO is based; in-depth-interviews were conducted with the management committee of the CBO and general observations were collected from the field. In general, the specialist interview with the CBOs was not limited to time as the CBOs time is more flexible than the NGOs time.

### 3.1 CBOs Profile and Main Focus

The CBO survey conducted for 8 CBOs; one CBO is based in Amman, one is based in JV which established by GTZ, and one is based on Maan which has a strong network in the south governorates, in addition to, the deep network with people of Maan itself. 3 CBOs are based in Jerash; in the villages of Gafgafa, Musharfiieh, and Rashaydieh. 2 CBOs are based in Madaba; in the villages of Mleeh and Lib.

The selected CBOs are a mix of CBOs that have previous experience in implementing water demand management projects mainly through Mercy Corps, the CBIWDM Project, and other CBOs that have different mandate but active and have a good reach such as the South Society and the Water Users Society. 7 out of the interviewed CBOs were CBOs based in rural areas including the one in Amman because it is in a very tiny village called a Shomarieh. Just one CBO can be considered as urban based CBO which. Moreover, one of the interviewed CBOs is cooperative, while the other 7 CBOs are charitable societies.

The South Society for Special Education has a branch in Aqaba and another one in Tafieleh and provides services to all the other cities in the south, especially Karak and Shobak. Moreover, the South Society has two mobile clinics; one is fully equipped and the other still needs the hearing aid system.

Unlike the NGOs, the interviewed CBOs have no specific focus; it seems that they are following the donors' priorities and funds requirements. However, at the same time, CBOs have one goal in common which related to provide community services and implement projects in order to enhance the development of their local communities and improve the economic situation of the local people either through providing revolving funds that direct to establish income generating projects in order to increase the family income or through projects at the house or the farm level that enhance the quality of life and decrease the cost of living at the locals level.

Most of the CBOs have the main objective of implementing Economic Development projects, three CBOs are focusing on kids' activities and non-formal activities for children. Two societies has an agriculture focus in addition to their main activities while the WUA is the only CBOs that only focusing on agricultural development. One society is targeting youth, women, families and farmers.

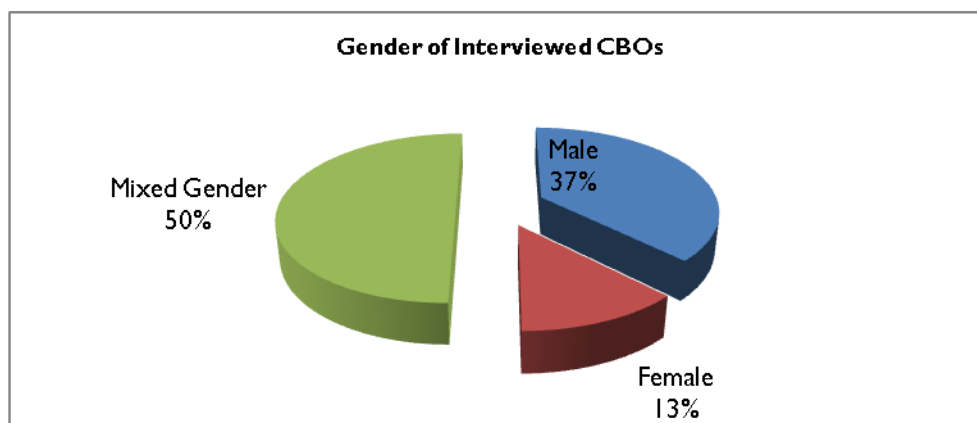
## 3.2 CBOs Characteristics

This section is presenting the gender of members of the interviewed CBOs, CBOs years of experience, the turnover within CBOs management committee, the educational outreach mandate with the CBOs, and the CBOs membership.

### Gender of members at the Interviewed CBOs

50% of the interviewed CBOs have members from both gender (male and female), the 50% presents 4 societies. 37% of the interviewed CBOs are just male societies. 13% is just female CBOs. This 13% presents one CBO.

**Figure 3: THE GENDER OF THE MEMBERS OF THE INTERVIEWED CBOS**

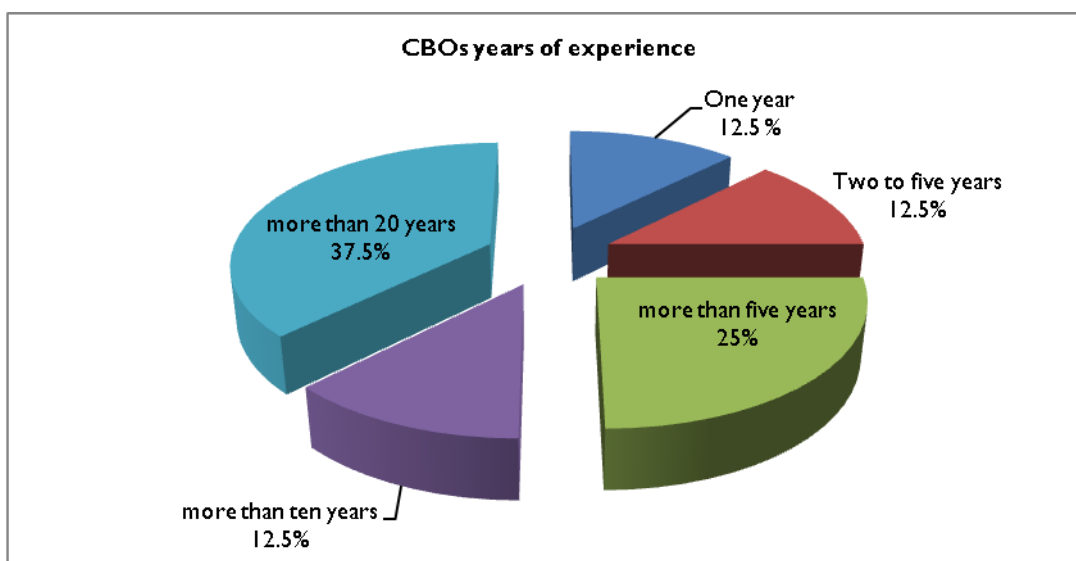


Mainly, the percentage of female members at the interviewed CBOs that have mixed gender of members (male and female) is less than the percentage of males at the same CBOs.

### CBOs years of experience

**FIGURE 4: CBOS YEARS OF EXPERIENCE**





Out of the 8 interviewed CBOs, just one CBO has one year of experience; in the process of moving from the JVA to the association. Three CBOs have more than 20 years of experience. Two CBOs have more than 5 years of experience. One CBO has 15 years of experience, and one CBO has 3 years of experience.

### **Turnover within CBOs**

Most of the CBOs management committee is the founder committee and they are still managing the society.

### **Educational outreach mandate within CBOs**

Five of the interviewed CBOs have educational outreach mandate

### **CBOs Membership**

The survey findings indicated that 7 out of the interviewed societies can be eligible for raising fund and operate with donor requirements since they have 30 registered members and more, 5-7 members in the management committee, and they are all more that 2 years of experience.

## **3.3 Profile of CBOs' Technical and Management Skills**

### **Fund raising activities and financial management within CBOs**

Mainly, all the CBOs in Jordan are not seeking for fund in the same process that NGOs do. CBOs either focus on one grant proposal each year, or submit proposals according to the opportunities. Moreover, they should develop a detailed budget with specific programs (line items) according to the cooperative forum and the MOSD standard of reporting. The WUA is GTZ funded and the JVA is supporting them, but still they are seeking operating funds.

### **Computer use skills among the CBOs members**

Males are not using computer or access internet; however, all of them have computers in their homes with internet access but for the use of their children. Usually they have fair knowledge in using HTML but the majority of them have the ICDL certificate. Two NGOs are the only CBOs that have e-mail and they are

using documenting their work on soft copies and using the MS word and Excel very often. One NGO has well educated staff who is knowledgeable about computer programs.

### **Training programs**

CBOs had trained on subjects that focused mainly on communication and presentation skills, and communicating with public, Participatory Rapid Appraisal, Need Assessment, Grants Management, and technical report writing, in addition to participating in awareness sessions.

CBOs stated that they received training through JRF, MOPIC, MOH and through NGOs that conducted Qudorat project which is (NHF, NEF, JRF, and JOHUD). Moreover the technical training such as water saving, has been conducted through Mercy corps for the CBOs participated in the CBIWDM Project, and the recycling training course had been conducted through JES since 5 years ago.

None of the interviewed CBOs had trained on Social Marketing, Research Methodology, or Web design or maintenance. Only one CBO received training on Environmental Curriculum Writing, and Workshop Facilitation. Only one CBO received training on Media Advocacy/effective press release writing. Only three CBOs received training on study tour design.

### 3.4 Previous donor support in behavior change communication training and/or activities

In this section the analysis focusing on how CBOs managed to sustain any previous effort supported by donors.

**Table 1: CBOS PREVIOUS EXPERIENCE IN WORK RELATED TO CHANGING BEHAVIOR**

CBO	The program	Target group	Partners/donors
Al Shomarieh Charitable Society For development & Social Services	The CBIWDM Project the society received a grant for JD 7000	Families	Mercy Corps
<p><b><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></b>            Yes,            The project benefits 40 families and focused on providing drinking water through water harvesting projects. It is a revolving fund project and the people are all in need of such a service</p>			
Jerasa Women Charitable Society	<p><b>The program</b></p> <p>The CBIWDM Project The society took a grant for JD 7000 and another of JD 2700</p> <p>Water Tanks Project Water tanks were provided in two capacities - 18 cubic meters and 21 cubic meters. The project was in three phases. The total fund was JD 28000. Out of the total budget, JD 1000 was allocated for Media Materials.</p> <p>Planting Medical Herbs This project focused on the use of medicinal herb planting to replace vegetables, because the herbs consume less water and provide awareness about water conservation.</p>	<p>water harvesting for 14 beneficiaries</p> <p>families</p> <p>Farmers</p>	<p>Mercy Corps</p> <p>GEF</p> <p>GEF</p>
<p><b><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></b>            Yes:</p> <ul style="list-style-type: none"> <li>It addressed a special need - most of the villages in Jerash do not have a water network from the government (link to FTA).</li> <li>It is a revolving fund project and the people are all in need of such a service.</li> </ul>			

Al Musharfieh Charitable Society	<b>The program</b>	<b>Target group</b>	<b>Partners/donors</b>
	The CBIWDM Project The Society took a grant for JD 7000 and another support fund of JD 2630	Water harvesting for 16 beneficiaries.	Mercy Corps
	Quadrante Project The total fund was JD 23000 in 2006 to implement 58 revolving funds related to income generating projects	the local community	JRF
<p><b><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></b></p> <p>Yes:</p> <ul style="list-style-type: none"> <li>It addressed a special need at the local community. Most of the villages in Jerash do not have a FTA Water link (water network from the government).</li> <li>It is a revolving fund project and the people are all in need of such a service.</li> </ul>			
Gafgafa Charitable Society for Social Development	<b>The program</b>	<b>Target group</b>	<b>Partners/donors</b>
	The CBIWDM Project the society take a grant for JD 7000 and another support fund of JD 2630	water harvesting for 12 beneficiaries	Mercy Corps
	Three grants for raising goats, six grants for solar systems, and seven grants for water harvesting. The total fund was JD 21240. Out of the total budget, JD 1000 was allocated for Media Materials.  Planting 100 olive trees	Farmers	GEF  GEF
<p><b><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></b></p> <p>Yes:</p> <ul style="list-style-type: none"> <li>It addressed a special need at the local community. Most of the villages in Jerash do not have FTA Water link (water network from the gov.).</li> <li>It is a revolving fund project and the people are all in need for such a service</li> </ul>			

Al Deera Jordanian Cooperative	The program	Target group	Partners/donors
	CBIWDM Project Grant for JD 8600 for  Qudorat Project Grant of JD 30000	drip irrigation project at 17 farms in Lib, Mleeh, and Mkawer  Implement a filtering unit for water in Madaba.	Mercy Corps  NEF
<b><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></b> Yes <ul style="list-style-type: none"> <li>• People are willing to buy the filtered water and they are willing to apply the drip irrigation if it is through a revolving fund.</li> <li>• It is a revolving fund project and the people are all in need of such a service.</li> </ul>			
Mleeh Charitable Society	The program	Target group	Partners/donors
	CBIWDM Project The society took a grant for JD 7000 and then second fund of JD 4800  WEPIA project Through this project the society received JD 9150  In total the society implemented 300 small projects including water harvesting, drip irrigation, planting crops that consume less water and rehabilitation of farms.	Water harvesting, The total number of beneficiaries is 16.  Implement drip irrigation projects. The total beneficiaries from 2003 to 2009 are 25.	Mercy Corps  USAID
<b><i>The program successes in changing attitude/ behavior and the implemented projects are still continued:</i></b> Yes: <ul style="list-style-type: none"> <li>• Water harvesting continues; the community will also need it, and if they have the funds, they will implement it.</li> <li>• The maintenance of the drip irrigation system is on-going process in yearly basis and the local community feels the change and they are continually looking for better solutions for a minimum.</li> </ul>			

### The Water Users Association

The farmers (Ali and his Father Suliman) started applying the Self Pressure Compensating Element Method of irrigation to their farms starting in 2005 and gradually applied it over the entire 400 dunoms until now. Through this method, the farmers can use only 1.6 liters of water per hour to irrigate the entire farm. They can also put the drip point of irrigation exactly on the tree area without the need for preparation. This method minimizes the amount of water and reduces farm waste as there is no need for black pipes. It increases the product quality by 60% and farm productivity by 40%.

It cost JD 120 per dunum.

According to Mr. Al Ghezawy, only 5% of JV farmers are using any kind of water saving irrigation.

There is little re-cropping for water savings – still planting lemons and oranges

### **The South Society for Special Education**

The society works hard to raise the parents' awareness and integrate the disabled child with normal children. The society provides house services for the parents who have disabled children, and the staff visits clients at their homes.

The South Society applies the human rights law from the two sides; supports special needs through empowerment of the human rights law and provides jobs and health benefits for disabled people.

The South Society gets funds and support from the following agencies:

Housing Bank, Save the Children, Japan Platform, JICA Volunteers Program, USAID, MOP, Embassy of Japan, Swiss Embassy, the Indian Embassy, The British Agency for Development, and King Abdullah II.

The departments and projects of the societies are:

1. The kindergarten (KG 1 and KG2) which hosted both children; normal and disabilities
2. The primary school to the 4<sup>th</sup> grade for the deaf children funded by a private sector
3. A specific center for deaf people to test the hearing, provide the solution, design and maintain the hearing aids. This department funded by the private sector and the MOP
4. A specific center for the slow learner
5. Physiotherapy for disabled people (especially children) with a specialist and a volunteer from JICA.
6. Handicraft Workshop to design handicrafts that are sold to the MOT, in Petra and in Aqaba.
7. Educational Hall for Special Education funded by the USAID
8. 10 dunoms of Olive trees
9. Accommodation building for Al Hussies University's Female Students with a cafeteria
10. The society is looking to make a water harvesting project to serve the 10 dunoms of olive trees and the accommodation with water
11. The full budget of the society is JD 300.000 out of them 50000 is covered from the society investments and the other 250000 needs to be covered through fund raising activity. Usually the society operates on a loss by JD 30000.

## **3.5 Communication Activities and Media Campaigns within CBOs**

Mostly, the CBOs produce very simple materials for outreach activities and usually it is designed in A4 papers and did totally by the CBO staff if they have their own printer. Moreover, the CBOs depending on local gathering and community meeting to announce for any new project or to assess the people needs and opinion.

### **CBOs committees for social marketing, public relations, and/or communications**

Five CBOs out of the total interviewed CBOs have a Communication Committee, but none of them have a written job description or work plan for these committees.

## **Communication activities, social marketing activities, and/or media campaigns conducted by CBOs**

All the interviewed CBOs have done communication activities within their local communities and targeted area except the WUA which has no direct communication activity with the farmers (their target group), however, the society is lobbying to advocate for the farmers rights and reduce the taxes on fruits and vegetables that the farmers forced to pay when selling the product for the local market.

### **CBOs understanding of Social marketing**

None of the interviewed CBOs know the term Social Marketing and none of them had received any training on Social Marketing. Even the Society which was part of WEPIA Project did not know about social marketing.

### **CBOs partnerships**

In general, throughout the researcher observation, CBOs forms partnerships with NGOs that offers training, capacity building activities, and implement social-economic development. Also with ministries that offers direct fund or services to their local communities, and with donors who provided revolving funds and/or grants.

## **4.0 BARRIERS TO CHANGE FOR NGOS AND CBOS**

WEPIA carried out a nationwide study of Jordan's non-profit sector and an assessment of its NGO partners (it is unfortunate that the Consultant was not given this study but had to pull it off the web after the field visit). Findings included the following barriers to NGO success:

- “Building collaboration and partnership outside one's immediate circle of loyalty seemed unnatural to Jordanians...These characteristics also extend to local NGO.” The report notes that this characteristic is reflected in the rapid turnover of key personnel. (Source: WEPIA Final Report) JREDS also mentioned this as a barrier to change. It also noted that networking needed to become more systematic.
- problems with the legal environment including the associations law and awareness of the tax law and how donations can benefit corporations and individuals,
- a gap of trust exists between the private and non-profit sector, which WEPIA suggested arises from a scarcity of qualified personnel and lack of financial management,
- negative attitudes and distrust towards NGOs by the general public– environmental NGOs were not popular with the general public,
- most NGOs did not practice professional fundraising, and corporations were less willing to give than the public at large,
- NGOs needed training in management, proposal writing, fundraising, and social marketing,
- NGOs did not communicate professionally and systematically (on-going strategy as opposed to occasional events) and did not have specialized marketing staff,
- NGOs did not systematically involve volunteers.

## 4.1 Specific Barriers to Change

The NGO survey results indicate both good and bad news:

- NGO collaboration is increasing but is not across the board, as mentioned under Partnerships (joint marketing was not mentioned as a partnership activity and would be unusual anywhere).
- Problems with the legal environment will worsen, as mentioned under the analysis of the new NGO law, as financially strapped organizations will have to spend more time on reporting to the government and less time on their mandates; the tax benefit of giving to non-profit organizations – both to corporations and individuals - that is a driver in the US appears to be unclear in Jordan or at least not utilized much.
- The lack of qualified personnel in financial management resulting in corporations' gap of trust with NGOs handling their donations, and the public's negative perceptions were not mentioned by any NGOs as problems or barriers; this could be explored further by PAP.
- Only a few NGOs mentioned that corporations are more and more willing to give money, so this is a barrier to joint funding of campaigns.
- There is a void in understanding of social marketing as illustrated above.
- Professional marketing and communications departments were evident in many NGOs although the qualifications and the wages for the marketing staff, and the extent of the marketing plans v. event planning are unknown. Donors and corporations are more likely to support tangible events with obvious results rather than development of marketing strategies and plans, although the latter is more critical to long-term success.
- Many NGOs still don't have strong membership or volunteer bases, and only MSD seemed to have organized written procedures for volunteer involvement.

Some NGOs and CBOs, as well as those who participated in the ECODIT workshops, commented in general discussions that the following barriers to the usage of water and energy efficient technologies exist within communities:

- *What's in it for me?* - lack of understanding or belief in personal benefit of conservation, i.e., some understanding of short-term water benefit in terms of supply, but no calculation of long-term energy cost savings because electricity is cheap,
- *Why worry?* – lack of understanding of the urgency of water conservation and the lack of overall supply,
- Expectation of cheap water and cheap energy as a right – prices are too low
- *Lack of green schools* – lack of strong sense of green ethics through routine information in school curriculum and special programs,
- *Lack of trust in utilities* – little 'green' information or programs are offered by utilities and they are not seen as friends to consumers,
- *High price of installation* – fear of up-front cost of either a renewable energy or water saving system or device,
- *Aging infrastructure (thirty years plus)* – old water pipes, particularly in villages, prevent ease of installation of gray-water systems for gardens/homes,
- *Lack of trust in quality of investment* – poorly designed solar systems in rural areas have resulted in high maintenance costs
- *Lack of knowledge regarding energy efficient appliances* – Fear of purchase due to a lack of information about which is the most energy efficient appliance.
- *Elimination of Wives Tales* – loss of energy – heating and AC - through open windows in the winter and summer to let the germs out for health benefits.





## 5.0 PARTNERSHIPS

The WEPIA project noted that partnerships and alliances are problematic (lacking). WEPIA recommended a network of all CBOs and NGOS working on USAID projects be developed. Although this network has perhaps not been implemented, it should be for purposes of information sharing as well as alliance building. One of the biggest problems with donor projects is the lack of both short-term and long-term information sharing amongst both international and Jordanian project implementers and the overlap of information generation.

Although some respondents noted that partnerships are difficult in Jordan, a positive trend might be emerging. The survey and website analysis illustrates that project partnerships already exist between the following organizations:

- Mercy Corps and JOHUD on the Community Based Initiative for Water Demand Management (CBIWDM/USAID). JOHUD serves as the management and training arm and Mercy Corps provides technical assistance, on the same project JRF is measuring water consumption before and after project implementation.
- JRF & RSS (USAID, Saving Household Water, CBO grants, Revolving Loan Fund to 120 CBOs, JRF is doing the training and RSS is providing technical assistance.
- MIRRA and JOHUD, CSBE and JOHUD – Have submitted a proposal to the EU for a large energy efficiency project in Dana, to build a demonstration house with traditional building techniques and contemporary energy efficiency concepts, to eventually be linked to RSCN's center at Dana.
- CSBE with the Jordan Engineers Association (JEA) (& HUDC/MoWI) re a low income housing competition – Abu Alanda – to promote water and energy efficiency
- NHF with JRF
- JRF with RSCN & JOHUD
- FOEME with RSS on Good Water Neighbors (USAID, EC)
- RSCN with the Tree Association, JREDS, JES on the Green Building Council,
- JRES with the Foundation for Environmental Education (Green Key).

Also, NGOs partnering with CBOs, include – JRF partners with CBOs in their targeted areas, NHF-IFH partnered with 11 CBOs to support the local community in regards to family and child development and health, RSCN partners with CBOs within the reserved areas.

Numerous project partnerships also exist with various ministries to implement their mandates – e.g., RHAS with the Ministry of Health, RSCN with the Ministry of Agriculture/Forestry Department, JREDS with ASEZA in Aqaba, MIRRA with the Ministry of Water & Irrigation, JRF with the Ministry of Planning, CSBE with the Ministry of Water, Across the board, conversations regarding partnerships and alliances with ministries were positive - only the Ministry of Education was singled out as difficult.

After the Consultant left Jordan, the NGO/CBO Specialist had conversations with the Ministry of Social Development about the new NGO/CBO law that indicated the new law seeks to reduce the number of NGOs and narrow them down to become more specialized. How will this impact their partnerships? On the surface, it could strengthen them, as it aligns their mandates with like-minded bureaucrats. On the other hand, any type of big brother oversight for NGOs is usually negative, as it interferes with their operations, causing additional paper work and staff time on non-mandate related reporting activities.

## 6.0 POLICY DEVELOPMENT

Some of the NGOs have successfully helped or are in the process of implementing policies or guidelines, as follows:

- RSCN – established seven reserves/protected areas and in the process of studying five more; assisted in the development of master plans for Wadi Rum and the Dead Sea, which resulted in policies to promote additional protection; assisting the Ministry of Environment and USAID with establishing operational procedures for Petra Rangers; have assisted with policies that protected Ajloun Forest; enforce hunting regulations under Agricultural Law 44, as part of their mandate.
- RSCN/JES/JREDS – Green Building Council linked to LEED type standards
- JREDS – in the process of helping to establish standards for the tourism industry (Green Key) and Blue Flag, as well as protective environmental regulations regarding marine life.
- FOEME - Trying to advocate changing the law so that five star hotels pay taxes to local municipality rather than national government (like in Israel).
- MSD – under their Norwegian funded Anti-Violence campaign, 2007-2009, they successfully provided awareness regarding the danger of guns in homes; resulted in a 1952 law changing – had allowed youthful ownership of guns (now have to be 35) and are no longer allowed to use guns at public gatherings (problem of shooting into the sky to celebrate and the bullet hits someone back on earth).
- JHA – just issued revised standards for hotels.
- HFWR – implemented NGO Advocacy for Reforming Laws to identify legal issues and to advocate legal solutions to the government.
- JWU – formed a coalition that resulted in changes to the family law and elections law; opposed to the new NGO law.

With regard to energy, NERC is in a unique position as a semi-public government agency that performs energy audits, and they also offer consulting and training expertise. They are currently working with the RSS and the Green Building Council on standards (using LEED as a reference point).

NGOs that have LEED Expertise are:

- **RSCN**: Two staff members have the LEED Certification.
- **JREDS, Tree**: Each one has one certified LEEDs trainer.
- **JES, JSSD** and **JNEFI** managers are LEED certified trainer.

The Consultant also notes the following NGOs who are experienced trainers themselves:

- RHAS – train Ministry staff in health and education,
- RSCN – Has certified environmental trainers who train others, both nationally and internationally, in biodiversity conservation, reserve management, and community development through ecotourism. RSCN has its own certification program for Training of Trainer, as well as Master Trainers<sup>1</sup>. Two staff members have studied LEED in energy and water conservation practices. Although RSCN took a stance against water for Azraq olive plantings, the respondent noted that water savings is NOT a target for them.
- JNEFI – Manager is a LEED certified trainer.
- JOHUD – Have certified master and communications trainers; Water Wise Women project has built capacity of CBOs
- HCCSD - Have certified master and communications trainers;
- JRF – Has certified master trainer, in addition to communications trainers
- NHF – Has 12 master trainers and specialized trainers in health (and other topics).
- JFBPW
- JRES – certified LEED trainer
- JREDS – Has a certified master trainer and LEED trainer; has performed environmental training of youth in clean up campaigns and working with the Foundation for Environmental Education on Green Key and Blue Flag training of the private sector including the tourism industry,
- JES – Has LEED certified trainer. training imams through the WEPIA funded guidebook on saving water; also working with the Green Building Council, unclear as to whether training programs are under JES; training the health industry on medical waste management,
- FOEME – Certified in solid waste management?
- CSBE - Experienced in Xeriscaping through WEPIA USAID project – implemented a park in Jebel Weibdeh and received training from the U of AZ
- MIRRA – Has an agricultural irrigation specialist on the staff training farmers how to get the maximum irrigation benefit from their water supply and to appreciate greywater and treated wastewater as safe for irrigation.
- MERCY CORPS – Has certified master trainers and leadership/participatory approach trainers.
- Tree Association – Has a certified master trainer and communications trainer in addition to LEED certification.

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<sup>1</sup> Master training is a program announced by the International Organization for Labor under the objective of developing and improving the SMEs sector in Jordan. The ILO gave a TOT special program for 30 freelancer trainers on ILO manuals that have been developed for the use of SMEs owners and gave a certification of Master Trainer for the trainers who have successfully finished the TOT program and have given a successful training on all the program manuals for a certain number of trainees. The ILO training program for SMEs owners have designed to cover 4 stages of business development; prepare to start, get started, start your business, and improve your business

- JSSD – Manager is a certified LEED trainer environmental and master trainer.

### Certification

The survey also asked: “Do you or the staff have any of the following certificates in training or/and management (check as many as are appropriate)? A surprising result was that more than 25% of the NGO staff or boards were LEED certified.

(13) Training of Trainer	(7) Project Management Professional
(9) Master Trainer	(6) Environmental Trainer
(8) LEED Certification	
(7) Communications Presentations	(17) From Tourism to biodiversity to organic farming to bird monitoring

## 7.0 SUMMARY OF THE ASSOCIATIONS LAW #22, 2009, INCLUDING NGOS/CBOS

(Update of the Association and Social Organizations Law #33 of 1966)

The WEPIA Final Report notes that in 2004 there were 874 NGOs and 150 registered non-profit companies in Jordan. The ECODIT/AED 2009 proposal to USAID notes that there are more than 1500 NGOs in Jordan and an even greater number of CBOs. Maha Durgham’s February 2010 research indicates today there are 2500 NGOs in Jordan, presumably a figure from the Ministry of Social Development based on the number of registrations. Whatever the actual number, it is clear that NGOs and CBOs are proliferating.

According to conversations with the Ministry of Social Development (MoSD), the Ministry has issued a letter requesting that all CBOs/NGOs file to change their status by the end of 2010. Although there is no specific text in the law that mentions CBOs, the MoSD said the new law covers both NGOs and CBOs. The Ministry said that the objectives of the law are as follows:

1. Provide one umbrella for all the associations in Jordan.
2. Develop the associations through their topically associated ministries.
3. Build members’ capacity.
4. Develop alliances for fund-raising.

The law does not cover the following NGOs:

- a. Non-Islamic clubs, societies and agencies.
- b. Registered societies and clubs under the Higher Council for Youth
- c. The political forums
- d. NGOs that have a special law or have a royal registration
- e. The societies that follow the Ministry of Awqaf

### Registrations

Of the 27 NGOs surveyed, those who are registered at the Ministry of Social Development are:

- RHAS, Mercy Corps, JEPa, YMWA, CCA, HFWR, MSD,

Those registered with the Ministry of Interior (MoI) are:

- JFBPW, JES, RSCN, Tree Association, JOHUD, JSSD, JWU, AIESEC

Those registered under the Ministry of Environment (MoE) are:

- JREDS, JNEFI and JRES (both said under both MoE and MoEnergy?), NHF

Those registered under the Ministry of Trade and Industry (MoTI) are:

- CSBE, HCCSD, MIRRA

Only one is registered at the Ministry of Tourism and Antiquities:

- JHA

JRF and the Hashemite Fund for the Development of the Jordan Badia are registered under ‘special laws.’ It was not clear under which Ministry ARIJ and FoEME are registered. FoEME said they were international, and it was unclear where they were registered in Jordan, but if they are like IUCN – international and environmental – they are registered under the Ministry of Environment.

## Analysis

It appears that under the new law, all NGOs would be registered at one place – the Ministry of Social Development – and secondly at a ministry that is topical to their mandate. For example, RSCN and the Tree Association would switch from the MIA to MoE. JRES, JNEFI and JRES would stay where they are at MoE. JEPA and MIRRA would switch to the Ministry of Agriculture. (RSCN said that only new NGOs would go to the Ministry of Environment, not existing ones, but that is not what the law states. JEPA said they would be transferred to the Ministry of Social Affairs, not Agriculture. If this is true it would be in conflict with the stated purpose of the law.)

The only NGO that expressed opposition to the NGO law was the JWU, because they would have to get permission from the Prime Minister for involving Iraqis in projects. The MSD said there has been a lot of conflict between the CBOs and the Ministry of Social Development.

The Consultant believes that NGOs should develop an advocacy network through which they can jointly advocate their needs to the Government (similar to a Chamber of Commerce for the private sector). The Consultant also believes that NGOs need capacity building and fundraising alliances. But it is doubtful that this should occur as a governmental activity; it would be better if the NGOs developed this on their own with help from donors, the private sector, and the government.

The new law will create an additional burden of paper work for NGOs. Currently, they file with the Ministry of Social Development (or whichever Ministry they are registered under). Under the new law, they will have to notify both the MSD (registrar) and the topical ministry (e.g., JREDS, FoEME, JES – Ministry of Environment) of their activities. They will also have to host ministry representatives at their meetings and get approval from the topical ministry for decisions before they become legal and spend time following-up on the paper work. The government will also have a much bigger role on NGO fundraising, and will be authorized to stop acceptance of funds if the grant is deemed inappropriate. All of this could be interpreted as interference in NGO discussions and activities related to implementation of their mandates.

If the real purpose of the law is to help develop fundraising and other aspects of the associations, and to build their overall capacities, the government’s objectives are laudable. However, it should be revised to lessen operational control through bureaucratic micro-management. If there is a need to reduce the proliferation of NGOs, it should not be at the expense of currently well operating NGOs, who would have additional

reporting requirements and perhaps onerous burdens of paper work, taking staff time away from achieving organizational objectives.

**A legal summary of the law is as follows:**

1. A Register will be created at the Ministry of Social Development (Associations Register), under the supervision of a Registry Controller, who is under the responsibility of the Minister.
2. All NGOs will be required to submit their paper work for a 'registration certificate' to the Registry Controller at the Ministry of Social Development (original + 3 applications).
3. The Registry Controller shall decide which Specialized Ministry the NGO will fall under, and will forward the NGO's paper work to the Ministry.
4. That Minister shall decide to accept or reject; if no response, the application is automatically approved under that ministry.
5. If the Minister rejects registration under his/her ministry, the case can be contested at the High Court of Justice.
6. Upon approval, the Ministry of Social Development will issue the certificate of registration.
7. The NGO will be responsible for notifying both the Registry Controller at the Ministry of Social Development and the Ministry under which it falls of its activities, including notice of its general assembly meeting at least two weeks in advance. If the NGO fails to do so, the meeting shall not be legal.
8. The two ministries have the right to send representatives to the NGO's general assembly meeting. The Minister under which the NGO falls must give approval for decisions of the NGO general assembly before they are legal (election of Board of Directors, amendments to articles).
9. The Board of the NGO must provide the specialized Ministry with its annual work plan, annual report with all sources of income and expenditures, annual audited budget (unless less than 2000 JD), and its list of members.
10. If the NGO wishes to receive funds from non-Jordanians (which presumably would include all donors), it must submit a request to the Specialized Ministry for approval from the Council of Ministers. If no decision is taken by them within 30 days, the request is automatically approved.
11. If the Specialized Minister believes the donation or grant is not appropriate, he/she can return it or he/she can penalize the NGO.
12. If there are complaints against a NGO, the Specialized Minister can form an inquiry committee, and/or the Minister may audit the NGO's records.
13. The NGO can be dissolved if it does not commence or continue its work within one year or if it is not properly registered. It can also be dissolved if it does not elect a Board of Directors or if it keeps or uses funds from non-Jordanians without approval.
14. A Fund (Support Association Fund) shall be created at the Ministry of Social Development to support associations/NGOs (including holding funds of dissolved associations).
15. Penalties are established for improper management of NGO funds. The responsibility lies with the financial manager and shall be not less than 100 JD and not more than 1000 JD. However, if the NGO accepts donations or funds from Jordanians without proper declaration/registration, the fine shall be not less than 500 JD and not more than 5000 JD. Any person who keeps or uses funds from non-Jordanians without registering, the fine shall be not less than 100 JD and not more than 10,000 JD plus the possibility of imprisonment up to three months.

## 8.0 CONCLUSIONS & RECOMMENDED ACTIONS FOR PAP

### 8.1 Conclusions

#### **Organizational sustainability**

Turnover of decision making trained personnel did not appear to be high at a number of NGOs (RSCN, JREDS, CSBE, JES, and JRF).

Cost sharing was mentioned by a few NGOs, and is particularly documented by JRF. NGOs and CBOs should be helped to explore media partners and other partners for media campaigns. WEPIA gained a total of \$853,828 in cost-sharing from 2000-2004, and this critical element was part of their success.

Training for successful fundraising – plans, budgets, and links to international corporate funders - could be extremely helpful to NGOs, as JREDS mentioned.

Fifteen NGOs out of the total interviewed NGOs have a PR and/or Communication department and all of them have a written job description that either sent to the PAP staff or has been shown to the researcher during the interview. These NGOs are: RHAS, JFBPW, JREDS, JES, RSCN, FOEME, TREE, JEPa, JOHUD, JRF, HCCSD, JSSD, NHF-IFH, MSD, AIESEC.

Thirteen interviewed NGOs have specific fund raising activities. JHA, JEPa, the Tree, RSCN, JES, JREDS, JWU and JFBPW are depending on the membership fees as one income resource for their NGOs. The RSCN decide not to take any new grant/fund to start any new project, they rather focus on developing their current work during the next five years. JES, YMWA, and JHA did not have any certain amount of money that they need to raise fund to cover it.

The CCA do not have any fund raising activities that are planned to be done yearly, alternatively, they depend on RFPs announced by donors and they have 136 members, each member pay 1 JD per year.

FOEME and JOHUD just stated that they are writing number of proposals per year and they do fund raising activities but they did not speak about their activities.

CSBE was not clear; they just speak about some consultancy services that they are conducting. At the same time, the JSSD interviewee person was not sure about the fundraising activities done by JSSD; it seems that the decision is on the hand of the JSSD director.

MIRRA as a newly dependent NGO succeed on raising fund throw 3 proposals. On the other hand HCCD is just seeking to get 3 grants approved or on-going in order to ensure stability and financial balance. The HCCSD staff does not try to expand their income.

ARIJ is more depends on the income generated through consultancy services. AIESEC also depends on the income resources of the internship fees.



In general, throughout the researcher observation, NGOs forms partnerships in two cases:

1. For projects they are sharing their objectives or looking to achieve the same outcomes.
2. To implement projects which need technical specialization that one NGO does not have and can find it in another NGO.

JRF, AIESEC and JOHUD are in partnership for youth projects since JRF has the Youth Initiative Program, and JOHUD has Prince Basma Youth Resource Center and AIECES is a youth focus NGO. At the same time, JRF and JOHUD is in partnership as a technical teams to implement the Youth:Work Jordan Program which clearly mentioned at JRF while no one know about it at JOHUD. The Youth:Work Jordan is USAID Project running by the International Youth Foundation.

JRF, FOEME, The Tree and JREDS are in partnership with RSCN in order to facilitate their work in the eco-tourism sites, Dead Sea and in Aqaba. Additionally, the RSCN get benefit to develop their reserves through a joint project that they implement in collaboration with national NGO such as developing Ajlun Nature Reserve with JRF.

Mercy Corps has formed an institutional partnership with JRF and RSS when they implement the CBIWDM Project. At that time JRF was responsible to provide the reach, asses the CBOs and develop the grant manual and the training materials, while the RSS was responsible about the technical part related to water saving projects, and the technical assessments.

On the other hand Mercy Corps is in partnership with ZANID/JOHUD to implement the project of integrating disabled people with local community. Also, JOHUD is in partnership with MIRRA, GTZ, and CSBE to support JOHUD's Nature Resource Management Program.

IUCN forms institutional partnership with JRF, JOHUD, Arab Group for the Protection of Nature, Arab Women's Organization of Jordan, Friends of Archaeology Society, JES, Friends of Environment, RSCN, JREDS, UNIVERSITY OF JORDAN, and The Jordanian Society for Desertification Control and Badia Development.

## **Social marketing**

The WEPIA Final Report states that WEPIA introduced social marketing to Jordan in 2001, so it has been nearly a decade. Most NGOs lacked skill in dealing with the media and in developing campaigns. Although the term, social marketing, still seems murky to many NGOs, many have developed sophisticated campaigns including RHAS, JRF, JREDS, RSCN.

## **8.2 Recommendations**

### **Recommended interviews**

- In February, an attempt was made to interview a NGO that has been involved in grey water projects, the International Islamic Network on Water Resource Development and Management. The NGO was not available for a meeting, but the Consultant believes they should still be interviewed.

## Recommended training

- JHA – environmental awareness, water, energy, social marketing
- Those NGOs who are doing fund-raising can benefit from training and a better link to international corporate donors,
- In order to promote awareness, all non-environmental NGO partners would greatly benefit from workshops on water and energy, so that they establish a ‘fire in their belly’ approach to the critical nature of the topics,
- Management – both organizational and financial

## Media Campaigns

- **Advocacy** – Continued of religious leaders in conservation, as they are very influential in communities, and further contact with Islamic groups, such as surveying those listed on the NGO Directory. Continued involvement with youth, particularly in universities, is also recommended, as they are more prone to activism than people with families who have less time and more responsibilities and they are more flexible in changing attitudes. Thus, environmental curriculums should be institutionalized and CCA’s and the Tree Association’s approach to students working in rural communities should be supported.

## Networking

- **Empowerment of Women – USAID commented that the original proposal failed to tackle the issue of gender/empowerment of women at the institutional level.** The July 8<sup>th</sup> ECODIT/AED response notes that we fully agree that gender plays a pivotal role, that gender applies to both men and women, and that PAP will support both in key positions in NGOs and CBOs. Institutionally, training in communications and advocacy can empower women. At the CBO level, it was difficult to understand depth of gender issues, but the surveyors heard time and again, reinforcing the response from ECODIT/AED to USAID, that water, in particular, is an issue that most impacts women (and their household responsibilities). Presumably, men are in a much stronger position as farmers to control the larger use of irrigation water for crops (v. household gardens) and as hotel managers (as there are few female hotel managers anywhere in the world including Jordan). But lower level hotel housekeeping staffs utilize great quantities of water, and these positions have traditionally been filled by males, although hotels are trying to change the family perception of females working at hotels. Males also tend to be those in public spaces – such as outside apartment buildings – who are watering the streets and washing driveways.

## Recommendation related to the Jordanian Law

- Establish public awareness of tax benefits related to corporate giving for water and energy conservation, to encourage donations.

## Recommendation related to WEPIA’s impact

It is clear that some of the primary NGO stakeholders trained by WEPIA – RSCN, JES, JREDS, CSBE and Mercy Corps (not the respondent but another staff member) are still in high level decision-making positions within their respective NGOs. RSCN has established an ‘advocacy’ division, but there do not appear to be organizational positions labeled social marketing. However, their objectives continue to include public awareness for biodiversity protection. RSCN is not focused on water conservation, and felt that the WEPIA supported environmental curriculum had not been institutionalized.

JES had developed a social marketing position, but when the person left they did not refill it and it is unclear whether they plan to continue the position. CSBE is very focused on water and energy conservation, and they have continued the xeriscaping work begun under WEPIA (doing analysis of whether or not it is acceptable to Jordanians to use xeriscaping). They are operating the energy efficient 'green' house they developed in Aqaba (for rent to organizations for meetings), and they have sent out an RFP for the Abu Alanda Housing Competition that includes water conservation.

They also clearly believe in the importance of training (trained 70 municipal engineers on parks maintenance and currently working with IDARA), and they have held a greywater recycling workshop in Aqaba and Rum in association with the book they published (Greywater Use in the Middle East). However, when asked about social marketing, the respondent said he is 'not a big believer.' The organization seems more focused on technical training in the subject matter – energy and water – as their target market is urban planners, engineers, and designers (architects and landscape architects). JREDS is clearly the biggest supporter and enthusiastically sees very tangible benefits and results from WEPIA.

**The Consultant recommends the following actions:**

- Continued interviews of additional CBOs as illustrated on the CBO Directory to increase the sample, in order to better understand their capabilities interests, and partnerships,
- Continued interviews of some of the NGOs that were involved in WEPIA to test the sustainability of the interventions, including the Haya Cultural Center, which was not on our list, i.e., is the children's video, coloring books, art competition, etc. still being utilized, and the Farmers Association in the JV, which Dr. Amer also recommended.
- Analysis of WEPIA's National Water Campaign – what were the long-term results? If the results were positive, it should be re-enacted as one of the PAP campaigns in some format.
- Work to institutionalize the water conserving curriculums in schools, as the focus on youth provides PAP with an opportunity to change less entrenched behavior.
- Establishment of the TAG to better understand the NGOs capabilities from their inside perspective, giving depth to the PAP interview.
- Training in social marketing - list
- Training in environmental gaps - list

Complimentary but differing skills can be positively impacting on any project (ex., planning projects draw on multi-disciplinary team members, each working independently but also as a team.) For example, one idea for PAP, based on the survey information, is to fund a media audit (not a building audit, which USAID has discouraged) of a past water project, a tool often used in environmental social marketing to determine how a message has been delivered and perceived. The partners could be:

- IUCN – to provide technical environmental assistance, perhaps joint funding (IUCN has already done environmental training for journalists in Jordan),
- RSCN – to provide technical environmental training to journalists and communities through their experience with the Environmental Journalism Strengthening Program and their future environmental media guide – have partnered with IUCN in the past on changing behavior campaigns,
- ARIJ – to organize the training program for their media network,
- RHAS – working through their long reach into communities and effective communications strategies (Abu Saleem cartoon family) could use the resulting information to develop their plan and message for water conservation related to CBO health and welfare and link it to the media.